

GEORGIA INSTITUTE OF TECHNOLOGY
OFFICE OF CONTRACT ADMINISTRATION
SPONSORED PROJECT INITIATION

Date: May 26, 1976

Project Title: Energy Crisis Management in the Multijurisdictional Commission Area

Project No: B-466

Project Director: Mr. R. E. Collier

Sponsor: Georgia community Continuing Education Service; Athens, Georgia 30602

Agreement Period: From April 1, 1976 Until March 31, 1977

Type Agreement: Letter dated 4/1/76 (Sponsor Proposal # 76-008-009)

Amount: \$14,175* *Includes \$9,450 Federal Funds; and \$4,725 EES Matching Funds.

Reports Required: As necessary

Sponsor Contact Person (s):

Technical Matters

Mr. Bradley C. Courtenay
Training Coordinator
Georgia Community Continuing Education Service
Center for Continuing Education
University of Georgia
Athens, Georgia 30602
Phone (040) 542-5382

Contractual Matters
(thru OCA)

Defense Priority Rating: None

Assigned to: Economic Development (~~School~~ Laboratory)

COPIES TO:

Project Director
Division Chief (EES)
School/Laboratory Director
Dean/Director-EES
Accounting Office
Procurement Office
Security Coordinator (OCA)
Reports Coordinator (OCA)

Library, Technical Reports Section
Office of Computing Services
Director, Physical Plant
EES Information Office
Project File (OCA)
Project Code (GTRI)
Other _____

GEORGIA INSTITUTE OF TECHNOLOGY
OFFICE OF CONTRACT ADMINISTRATION
SPONSORED PROJECT TERMINATION

Date: May 16, 1977

Project Title: Energy Crisis Management in the Multijurisdictional Commission Area

Project No: B-466

Project Director: Mr. R. E. Collier

Sponsor: Georgia Community Continuing Education Service; Athens, Ga. 30602

Effective Termination Date: March 31, 1977

Clearance of Accounting Charges: April 30, 1977

Grant/Contract Closeout Actions Remaining:

- ☒ Final Invoice ~~and Closing Memorandum~~
- ☐ Final Fiscal Report
- ☐ Final Report of Inventions
- ☐ Govt. Property Inventory & Related Certificate
- ☐ Classified Material Certificate
- ☐ Other _____

Assigned to: Economic Development Laboratory (School/Laboratory)

COPIES TO:

Project Director
Division Chief (EES)
School/Laboratory Director
Dean/Director—EES
Accounting Office
Procurement Office
Security Coordinator (OCA)
Reports Coordinator (OCA)

Library, Technical Reports Section ✓
Office of Computing Services
Director, Physical Plant
EES Information Office
Project File (OCA)
Project Code (GTRI)
Other _____

Final
COMPLETION REPORT
TITLE I (HEA) PROJECT ACTIVITY

1. Project Title: (76-008-009)

ACTIVITY REPORT

Energy Crisis Management in the Multijurisdictional Commission Area

2. Location of Project:

Atlanta Griffin
Athens Canton
Camilla

3. Primary Institution of Higher Education:

Georgia Institute of Technology

4. Cooperating Institutions of Higher Education:

None

5. Project Direction (Name, Title, and Address)

Robert E. Collier, Manager
Regional Planning and Development Programs
Industrial Development Division
Economic Development Laboratory
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia 30332

6. Identify the Community Problem:

I. Categorize the project in terms of problem area. (Check one)

<input type="checkbox"/> Government	<input type="checkbox"/> Crime/Law Enforcement
<input type="checkbox"/> Housing	<input type="checkbox"/> Health
<input type="checkbox"/> Poverty	<input type="checkbox"/> Economic Development
<input type="checkbox"/> Transportation	<input type="checkbox"/> Human Relations
<input type="checkbox"/> Environmental Quality	<input type="checkbox"/> Personal Development
<input type="checkbox"/> Youth Opportunities	<input type="checkbox"/> Education/School Systems
<input type="checkbox"/> Recreation	<input checked="" type="checkbox"/> Community Development
<input type="checkbox"/> Employment	<input type="checkbox"/> Land Use
	<input type="checkbox"/> Other

II. Describe the project content, method, and materials employed, the personnel involved, and where applicable, the frequency and duration of sessions.

The decision-making process is more effective when it takes into account all factors relevant to the problem at hand. In an emergency such as that occasioned by the oil embargo of 1973-1974 and the gas crisis of the winter of 1976-1977, decisions must be made promptly. Since crises are the recurrent feature of our national life, quick, dependable reaction is required at all levels of government and in the quasi-public and private sectors. To decide in advance how to meet emergency needs, we must understand the general nature of these needs together with processes and techniques for dealing with them.

This project was designed to enhance the understanding of public and private decision-makers with respect to energy considerations involved in community and area planning and management. Basically, the objective of the project was to prepare elected officials, public administrators, directors and the professional staff members of certain area planning and development commissions, officials of public institutions (such as health care facilities), and managers of private enterprises to manage their respective affairs (individually and cooperatively) should a crisis arise as the result of a situation involving scarce energy and/or rapidly escalating cost of energy. An indirect benefit accruing from the conduct of the proposed project was to improve energy management practices in current operations on the part of the public and private managers and planners involved in the project.

Informational and instructional guidance was imparted to those involved in the project through a series of conferences, seminars, and workshops over a twelve-month period. The range of subject matter included a broad category of decisions which must be made in periods of emergency and ways in which decision-makers can react to these situations, the major resources currently existing in the public and private sectors, the analysis of the requirements for mobilizing these resources to meet the needs of crisis managers, the identification of constraints which may inhibit such mobilization, and finally the development of contingency plans needed to meet foreseeable energy crisis situations.

In addition to the dissemination of knowledge concerning energy crisis management, the project was aimed at the institutionalization of processes within substate geographical areas through a "networking" system. The principal "change agents" involved were the professional staff members of the APDC staffs participating in the program. These staff members serve local governments through providing technical assistance. The program attempted to "network" the APDC staffs, their client organizations, and outside sources of technical assistance.

In order to publicize the program on a state-wide basis, an "Orientation Conference" was conducted in Atlanta on August 30, 1976. Representatives from 13 area planning and development commissions attended this conference. (See Appendix A for a list of attendees.) As a result of this conference, it was decided that the workshop to be conducted for staff members of the participating APDCs would be open to all organizations.

A workshop planning conference was held in Atlanta on September 29, 1976, at which organizations listed in Appendix B attended. In view of the nature of the project, it was felt that it would be necessary for all parties interested in energy matters to be involved to the maximum extent possible. As a result of the planning conference, an agenda for the workshop was prepared. A workshop was conducted in Atlanta on December 7-8, 1976. The agenda and list of attendees are contained in Appendix C.

A series of seminars was conducted during the months of January, February, and March 1977, at the locations indicated above. Due to the cutback in funding, only one seminar per APDC was conducted; however, four locations were used. Workshop agenda and presentation manuscripts are attached in Appendix D.

III. Describe the community problem. The description need not be lengthy but should be specific and clearly stated.

This country and the rest of the world have moved into an era of scarce and expensive energy that will significantly affect every aspect of our social, economic, political, and physical life and future development. Energy is the foundation of the modern society, and since a substantial portion of the world's known energy reserves are under control of foreign governments, it is essential that decision-makers in all sectors of our society and at all levels be prepared to make prompt decisions in event crises should arise as a result of unfavorable energy situations. Energy is used at the local level and any substantial disruption of supply will create serious problems at the local level. To decide in advance on how to meet emergency needs, one must understand the general nature of these needs. This activity addressed the problem of preparing decision-makers at the substate level to make necessary decisions that may be required in event of a major energy crisis.

7. Describe the Specific Objectives of the Project:

Subsequent to the ending of the embargo in 1973-1974 and until the energy crisis of the winter of 1976-1977, individual citizens and many of their elected officials really did not believe that the energy situation is serious and that it could affect their well-being -- now or later. As a matter of fact this general negative attitude of the people during the first nine months of this project impeded the conduct of the series of seminars.

In view of the general public attitude, it was determined that it would be necessary to reach the public and their elected representatives through the "professional" planners and developers associated with the various APDCs. The idea was basically to institutionalize the process and information bases in localities so that it could be applied to local and regional areas through knowledgeable people in the respective areas. It was for this reason that considerable attention was given to the orientation conference and the workshops described in Appendices A through C.

With the coming of the winter energy crisis the situation eased somewhat, but the general population was still unsure and awaiting some statement of national policy. This policy was not forthcoming until the end of the grant

period. Although the conditions were challenging, if not adverse, the objectives initially set for the project appeared to be sound and were utilized in the development, presentation, and evaluation of the program. These objectives are as follows:

- o To prepare individual public and private decision-makers at the substate level to handle emergency situations during critical periods of energy and/or rapidly escalating cost of energy which would directly and adversely affect the economic, social, physical, and political well-being of citizens served by local and area leadership.
- o To further develop a technical capability at the area planning and development commission level that can provide advice, assistance, and encouragement to public and private decision-makers in preparing for and handling emergency situations resulting from energy shortages and/or rapidly escalating costs of energy.
- o To institutionalize area-wide mechanisms, processes, and communication networks that may be utilized by decision-makers in preparing for and handling energy crisis situations, and to provide adequate interface operations with state and federal agencies and programs.

3. Project Operations:

I. What was the primary type of activity. (Check one)

- | | |
|--|---|
| <input type="checkbox"/> Course | <input type="checkbox"/> Mass Media |
| <input type="checkbox"/> Conference | <input type="checkbox"/> Radio |
| <input checked="" type="checkbox"/> Workshop/Seminar | <input type="checkbox"/> Television |
| <input type="checkbox"/> Research | <input type="checkbox"/> Other (specify) |
| <input type="checkbox"/> Technical Assistance | <input type="checkbox"/> Information Dissemination (i.e., publications, pamphlets, manuals) |
| <input type="checkbox"/> Counseling (Personal) | <input type="checkbox"/> Other (specify) |

9. Project Accomplishments:

A. Evaluation

- I. Discuss the nature and the findings of the project evaluation. Include an assessment of the project's success in meeting its specific objectives (see #7). In addition, comment on what you see as the reasons for the success or failure of the project. Did the project reach the anticipated target group? Was the level of participation as high as was projected? What outcome is most worthy of dissemination to other states and institutions of higher education?

The EDL experience with the conduct of Title I HEA programs has shown that effective program evaluation is most difficult. It is believed that this situation occurs because most Title I projects are related to social problems which cannot be solved in the short run. It has also been observed that the cost of conducting an effective evaluation of these short-run programs can equal or exceed the cost of program development and implementation. Since the 1976 Title I programs have normal funding limitations, evaluation of the work has been limited to short-run effects with provision for long-range effects to be made through other means, if possible.

Evaluation of the work proposed in this project is related directly to the objectives established for the program. The following is a general evaluation of the program:

Objective 1: To prepare individual public and private decision-makers at the substate level to handle emergency situations during critical periods of energy and/or rapidly escalating cost of energy which would directly and adversely affect the economic, social, physical, and political well-being of citizens served by local and area leadership.

A questionnaire (Appendix E) was developed and used to measure individual increase in understanding at the time immediately following the seminar workshop presentation. This evaluation was also utilized to make subsequent program changes where warranted. Generally, the program seemed to be well received and it is believed that it was effective in the case of those who attended. Although the program was designed for a wide variety of persons connected with or interested in local government operations, the core group to attend all meetings was the professional staff of the APDC's. Although some public administrators attended, the response from public elected officials was poor. It is believed that the low attendance record results in part from the lack of time available to such officials and the demand made on their time for other type educational and training programs. However, it is believed that the indoctrinating and training of personnel who serve these public administrators and elected officials in contingency planning and crisis management have institutionalized in the process to some extent in the four participating APDC's.

Objective 2: To further develop a technical capability at the area planning and development commission level that can provide advice, assistance, and encouragement to public and private decision-makers in preparing for and handling emergency situations resulting from energy shortages and/or rapidly escalating costs of energy.

Since Objective 2 and Objective 3 are interdependent, remarks concerning the achievement of these objectives are discussed in Objective 3 below.

Objective 3: To institutionalize area-wide mechanisms, processes, and communication networks that may be utilized by decision-makers in preparing for and handling energy crisis situations, and to provide adequate interface operations with state and federal agencies and programs.

As has previously been noted, a national energy policy had not been established prior to the end of the grant period for this project. Thus it was impossible to draw on national program direction for project development and implementation. Due to reorganization of the state energy office which lasted over a period of some five months, little if any guidance could be gained from the state level of government.

The foregoing notwithstanding, progress was made in some substate areas with respect to planning for energy crisis management. At least four APDC areas now are conducting active planning and development for energy management. Three of these are in this year's program and a fourth, Southeast Georgia APDC, participated in the 1975 program concerned with public technology.

While credit for the progress being made in the APDCs with respect to energy management must be given to the executive directors and their staffs, it is felt that this Title I project has been a catalyst and in some measure has helped develop the technical capability of the APDC staff members. In addition, other programs in the energy field conducted by the Engineering Experiment Station have assisted individual APDCs develop their expertise.

The letters attached in Appendix F describe actions that have been taken within the respective APDCs. These letters affirm that a technical capability is being developed within these APDCs that can provide advice, assistance and encouragement to public and private decision-makers in preparing for and handling energy situations. These letters also indicate that area-wide institutionalization processes are occurring. This institutionalization is occurring despite the lack of guidance from the national and state government.

With the passage of H.B. No. 583 by the General Assembly in the 1977 session which empowers the Governor to declare a "State of Emergency" resulting from an energy emergency, it will become absolutely necessary that APDCs become prepared to assist their local governments should such an emergency be declared. The text of the legislation is contained in Appendix G.

B. Relative to Institution(s) of Higher Education.

Indicate the impact of the project upon on-going program(s) of participating colleges and universities. Have changes occurred, or are they anticipated, in the organization, curriculum, budget, community service program, or other aspects of the institution(s)? Describe any planned or unexpected "spin-offs" involving additional funds or activities generated:

Generally speaking, institutions of higher education are being funded to carry out research in energy technology and in the productive use of energy. However, it has been most difficult to obtain funding to support energy conservation programs and projects such as the one reported on. On a number of occasions, the project director has stated to persons in the federal government that if it were not for the Title I funding provided through the Georgia Continuing Education Service that we would have no educational programs in this area of energy management. However, new national energy policies to be issued in April of this year should motivate federal and state agencies to sponsor energy management educational programs.

While other institutions of higher education in Georgia have not participated directly in this project, the project has complemented other work accomplished at the community level in the field of energy technology and conservation. This is indicated in the letters attached in Appendix F.

C. Relative to the Community.

Specify the extent and the nature of the involvement in the project of community leaders, citizens, public and private agencies, and state and local government. Were they, for example, involved in the initiation of the proposal and/or the planning and development of the project? Has the community service capability of existing agencies and organizations been increased? If so, please describe:

As indicated in Appendix A through Appendix C public and private officials were involved in the planning and implementation of the project. As previously indicated, attendance at the seminars by local public officials was disappointing, public officials who were members of the APDC boards did attend, and some officials who understand the seriousness of the energy situation did attend. By and large, community service capability of APDCs has been increased through their ability to either provide local governments and industry technical assistance or to assist local officials in analyzing energy problems and assisting them in getting needed technical assistance.

II. Will the program itself continue beyond this period of Title I funding? If so, under what sponsorship or support? (Check one)

<input checked="" type="checkbox"/> Continued under Title I	<input type="checkbox"/> Accomplished purpose, no further plans
<input type="checkbox"/> Continued with other Federal funding	<input type="checkbox"/> Unsuccessful, no further funding
<input type="checkbox"/> Continued with non-Federal funds	<input type="checkbox"/> Other (specify)

10. Geographic area served by the Project (Check one).

<input type="checkbox"/> Urban	<input type="checkbox"/> Metropolitan	<input type="checkbox"/> Suburban
<input type="checkbox"/> Rural	<input type="checkbox"/> Statewide	<input checked="" type="checkbox"/> Other (Specify) (4 APDCs)

11. Prior History of the Project (Check one).

<input checked="" type="checkbox"/> New Report	<input type="checkbox"/> Expansion or improvement of a non-CSCE project
<input type="checkbox"/> Continuation of CSCE Project	<input type="checkbox"/> Other (specify)
<input type="checkbox"/> Revision of CSCE Project	

12. Faculty Involvement (List the faculty members involved in the project, the nature of their activity, their academic discipline, and the percentage of their time spent on the project.)

<u>Faculty</u>	<u>Activity</u>	<u>Discipline</u>	<u>% of Time</u>
Collier, Robert E.	Project Director and Instructor	Research Scientist	70%
Koos, Phillip D., Jr.	Instructor	Research Scientist	30%

13. Student Involvement (If applicable, indicate the nature of student involvement in the project as well as the number of students engaged in each activity.)

A. Instructors	D. Researchers/Data Collectors
B. Interns	E. Other (specify in each instance)
C. Consultants (Tech. Assistance)	

<u>Activity</u>	<u>No. of Students</u>
None	None

14. Demographic Data

Demographic data on all actual participants should be collected and reported for each project. The data should be summarized in terms of sex, age, education, and occupation. In addition, a brief narrative of the general characteristics of the participants should be included (i.e. were they city councilmen, upper level managers, housewives, etc? Were they the group for whom the project was intended?)

I. Demographic Summary:	Males <u>86</u>	Females <u>13</u>
<u>A. Age</u>		
Under 21		
21-35	<u>42</u>	<u>9</u>
36-55	<u>38</u>	<u>4</u>
Over 55	<u>6</u>	
<u>B. Educational Level</u>		
Elementary		
Junior High School		
High School	<u>10</u>	<u>4</u>
College below baccalaureate		
Baccalaureate	<u>28</u>	<u>6</u>
Graduate or Professional	<u>48</u>	<u>3</u>
<u>C. Occupational Classification</u>		
Professional	<u>79</u>	<u>10</u>
Semi-Professional	<u>3</u>	
Skilled	<u>4</u>	<u>3</u>
Semi-Skilled		
Unskilled		
Other (specify)		

14. Demographic Data

Demographic data on all actual participants should be collected and reported for each project. The data should be summarized in terms of sex, age, education and occupation. In addition, a brief narrative of the general characteristics of the participants should be included (i.e. were they city councilmen, upper level managers, housewives, etc? Were they the group for whom the project was intended?)

I. Demographic Summary:

Males _____ Females _____

A. Age

Under 21:
21-35:
36-55:
Over 55:

B. Educational Level

Elementary:
Junior High School:
High School:
College below baccalaureate:
Baccalaureate:
Graduate or Professional:

C. Occupational Classification

Professional:
Semi-Professional:
Skilled:
Semi-Skilled:
Unskilled:
Other (specify):

D. Number of Participants by Target Group

City elected officials: 10
County elected officials: 6
Area Planning and Development
Commission staff: 39
Civic group leaders: 8
Local planning commission members:
Practitioners in the field of aging:
State agency, human services personnel:
Small business owners, managers, employees:
Paraprofessional health personnel:
Volunteers:
State and government financial management personnel: 6
Other (specify): Hospital Administrator (1); 30
School Administrators (8); City Managers/Clerks (6);
II. Narrative Description: Utility Companies (8); Federal Agencies (7)

D. Number of Participants by Ethnic Minority Served

American Indians	_____
American Orientals	_____
American Negroes	_____ 6 _____
Mexican Americans	_____
Cubans	_____
Puerto Ricans	_____

II. Narrative Description:

Program participants consisted in large part of professionals involved in public service activities. Professional staff members from the APDCs included executive directors, planning directors, development and research specialists, and governmental services personnel. It is noted that the educational level of the participants was unusually high. Others attending the seminars included city councilmen, county commissioners, city managers, school administrators, hospital administrators, cooperative extension service agents, and local businessmen.

15. Major Evaluation Procedure

- ☒ Participant reactions
- _____ Administration of pre and post-tests to participants
- _____ Staff appraisal of changed group practices
- ☒ Other (Specify)
- Letters from APDC directors and others

16. Project Materials. (Describe the materials produced for and by the project, i.e. curriculum materials, films, etc., and indicate whether copies are available for dissemination.)

The training aids utilized in the instructions are contained in Appendix C. In addition, each participating APDC was furnished with the manual described in Appendix H.

17. Express your judgment on the relationship of this project to the overall State program of Community Service and Continuing Education. (Title I, HEA)

The concept for the project is an integral and underlying element of community services as outlined in the state's overall program. As a matter of fact, the wise use of our limited energy resources must be the foundation on which all community services must be based in the future. As indicated several times in this report, the principal problem encountered in implementing this project has been the fact that we do not have a clearly defined national energy policy nor had the state really defined its energy program objectives in specific terms.

It is believed that the State Program of Community Service and Continuing Education (Title I, HEA) has recognized that energy related problems are important to the total program through continuation of the project for one more year.

Appendix A

ORIENTATION CONFERENCE

ORIENTATION CONFERENCE

August 30, 1976

- | | |
|--------------------------------|---|
| 1. Atlanta Regional Commission | Tricia Graham |
| 2. Altamaha/Georgia Southern | Jerry Bange
Bill Williams |
| 3. Coastal | Tom Hilton |
| 4. Coastal Plains | Pete Alladay |
| 5. Georgia Mountains | Sam Dayton
Richard Owens |
| 6. McIntosh Trail | Ed Houghtaling
Bruce Mann |
| 7. Middle Flint | Bobby Lowe
Bob Noble |
| 8. Middle Georgia | Ralph Nix
Craig Gobles |
| 9. Lower Chattahoochee | Ron Starnes |
| 10. Northeast Georgia | John Hanley
Jim Corrigan |
| 11. North Georgia | George Sutherland
Ed Butler
Larry Harrison
D. U. Kolberg |
| 12. Southeast Georgia | Ed Denim |
| 13. Southwest Georgia | Carrol Underwood |

Appendix B

WORKSHOP PLANNING CONFERENCE

B-466

WORKSHOP PLANNING CONFERENCE

September 29, 1976

Attendance

<u>Organization</u>	<u>Person</u>
Institute for Community and Area Development (UG)	Ernest E. Melvin
Federal Energy Agency, Atlanta	Ronald E. Easton
	Evelyn Cook
Georgia Bureau of Communtiy Affairs	Ed Adams
Georgia Power Company	Nash Williams
	Roy A. Wages
Atlanta Gas Light Company	William J. Golden
	J. W. Bradley
Southwest Georgia APDC (GREDA)	Carroll C. Underwood
Association of Area Planning & Development Commissions	Letchwich Watkins (President)

Appendix C.

THE MANAGEMENT OF RESOURCE CRISIS AT THE LOCAL LEVEL

AGENDA

THE MANAGEMENT OF RESOURCE CRISES AT THE LOCAL AND AREA LEVELS

ENERGY CONTINGENCY PLANNING

A TRAINING PROGRAM CONDUCTED BY
THE INDUSTRIAL DEVELOPMENT DIVISION
DECEMBER 7-8, 1976

IN COOPERATION WITH
THE FEDERAL PREPAREDNESS AGENCY
REGION IV
and
THE FEDERAL ENERGY ADMINISTRATION
REGION IV

SPONSORED BY

GEORGIA POST SECONDARY EDUCATION COMMISSION: STATE AGENCY
UNIVERSITY OF GEORGIA CENTER FOR CONTINUING EDUCATION: ADMINISTRATIVE UNIT
TITLE I, HIGHER EDUCATION ACT OF 1965

Industrial Development Division
Economic Development Laboratory
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

WORKSHOP AGENDA

December 7, 1976

Lecture Hall No. 4, Space Science and Technology Building
Georgia Institute of Technology

- | | |
|---------------|---|
| 9:45 - 10:00 | Registration |
| 10:00 - 10:10 | <u>Welcome and Introductory Remarks</u>
Dr. D. J. Grace
Director, Engineering Experiment Station |
| 10:10 - 10:30 | <u>A Need for Resources Contingency Planning in Economic Development Plans and Programs</u>
Mr. Letchwich Watkins, Mayor of Ellijay and President Georgia Association of APDCs |
| 10:30 - 11:30 | <u>The Management of Resources Crises - The National View</u>
Mr. John C. Heard, Regional Director
Federal Preparedness Agency, General Services Administration |
| 11:30 - 1:00 | Lunch |
| 1:00 - 1:30 | <u>Energy Crisis Management - The Federal/Regional View</u>
Mr. Donald E. Allen, Regional Director
Federal Energy Administration |
| 1:30 - 2:15 | <u>Power Resources in Georgia Today and Tomorrow - Electricity</u>
Mr. Jack Widner
Georgia Power Company |
| 2:15 - 2:30 | Break |
| 2:30 - 3:15 | <u>Power Resources in Georgia Today and Tomorrow - Gas</u>
Mr. Jim Golden
Atlanta Gas Light Company |
| 3:15 - 4:00 | <u>Energy Issues - Federal Region IV</u>
Mr. Charles Feltus
Federal Regional Council (FEA Representative) |
| 4:00 - 4:45 | <u>Energy Issues: Georgia</u>
Ms. Omi Walden, Director
Office of Energy Resources |

Workshop Agenda (Continued)

December 8, 1976

- 9:00 - 10:00 Guidelines of Contingency Planning
Mr. Donald C. Hammonds, Regional Representative
Federal Preparedness Agency
General Services Administration
- 10:00 - 10:30 Getting Local Governments Ready for National Energy Policies and State Planning
Mr. Wayne Williams
Southwest Georgia Area Planning and Development Commission
- 10:30 - 10:45 Break
- 10:45 - 11:30 Attitudes Towards Resources Crises Planning and Energy Contingency Planning - The General Public
Howard A. Schretter
Institute for Community and Area Development
- 11:30 - 1:00 Lunch
- 1:00 - 1:30 Design and Implementation of the Local and Area Energy Contingency Plan
Mr. Carroll Underwood, Executive Director
Southwest Georgia Area Planning and Development Commission
- 1:30 - 2:15 Panel Discussion: Local Government and the APDC Operations in Times of Resources Crises
Panelist - To be announced
- 2:15 - 2:30 Break
- 2:30 - 3:13 Where Do We Go from Here?
Discussion Period

WHY ENERGY CONTINGENCY PLANNING BY LOCAL GOVERNMENTS AND APDCS?

o One of the characteristic symptoms of failure in government is its tendency not to consider a problem adequately until it has assumed crisis proportion, then to respond to the crisis on an ad hoc basis. Separate crisis are dealt with individually and responses are developed as independent, additive actions. Governmental systems, and the economy in general, are too interdependent to be dealt with under such a philosophy.

o Forecasting needs and conditions is a fundamental aspect of the planning process. The planner may not be able to estimate precisely what is going to take place, but by thinking ahead, by making better use of what is known, the planner is always better prepared for eventualities which may occur than he otherwise would be. The planning process, in fact, may result in more than one plan -- one for "normal" conditions and another, like a spare tire, for emergency conditions. Both are proper and widely used. Essentially, emergency or contingency plans are those plans intended for use in circumstances not completely foreseen. Usually such circumstances are dependent on or conditioned by a chance occurrence arising outside the planning environment.

o Energy supply, availability, and cost are essentially matters of national policy and the interplay of international forces tempered from time-to-time by actions in the marketplace. However, energy is consumed at the local level and it is at this level where crisis will arise should a severe energy shortage reoccur.

o While comprehensive national energy policies and programs are required to assure energy availability and national and state planning guidance is needed for all levels of planned action, local governments must plan for their own future and must make their needs and requirements known to national and state agencies. Since area planning and development commissions are inherently responsible for planning in their commission areas, as directed by their member governments, it appears that the APDC are legitimate agencies for energy contingency planning as well as "normal" planning activities for their constituent governments.

THE MANAGEMENT OF RESOURCE CRISES AT THE LOCAL AND AREA LEVELS
ENERGY CONTINGENCY PLANNING

PARTICIPANTS

Donald Allen	FEA (Regional)
Edward Bistany	Office of Energy Resources (Georgia)
Terry Bolden	Coosa Valley APDC
Chart Bonham	Consultant
Edward Butler	North Georgia APDC
Ray Connor	North Georgia APDC
Robert Collier	Georgia Tech
Bill Darley	Georgia Tech
Ron Easton	FEA (Regional)
Ed Evans	McIntosh Trail APDC
J. D. Everet	Kerr-Tar Regional COG, Henderson, N.C. (Ex.Dir.)
Charles Feltus	FEA (Region IV)
Claude Fullerton	Chattahoochee-Flint APDC
Earl Penham	Southeast Georgia APDC
Jim Golden	Atlanta Gas Light Company
Bill Gomes	McIntosh Trail APDC
Tricia Grahm	Atlanta Regional Commission
Don Hammonds	FPA (Region IV)
John Heard	FPA (Region IV)
Tom Hilton	Coastal APDC
Ed Houghtaling	McIntosh Trail APDC
Benny Ingram	Georgia Mountains APDC
D. W. Kolberg	North Georgia APDC
Bruce Mann	McIntosh Trail APDC

Energy Contingency Planning
Participants
Page 2

Martin Miller

Byron Mohr

Sam Nevner

Ken O'Neill

Richard Owens

Don Grace

Grason Powell

Beth Ruyle

Howard Schretta

George Sutherland

Barry Tarter

Ken Thompson

Jim Tonn

Larry Vanden Bosh

William C. Ward, Jr.

Wayne Williams

Letchwich Watkins

Jack Widner

Carroll Underwood

Coastal Plain APDC

Northeast Georgia APDC

McIntosh Trail APDC

Oconee APDC

Georgia Mountains APDC

Georgia Tech

Coastal Plain APDC

Atlanta Regional Commission

University of Georgia

North Georgia APDC

North Georgia APDC

WAICAMAW RPDC (Ex. Dir.) North Carolina

Middle Georgia APDC

North Georgia APDC

Georgia Tech

Southeast Georgia APDC

President, Association of Georgia APDCs

Georgia Power Company

Southwest Georgia APDC

Appendix D

CUTTING COSTS OF RESOURCE CRISIS ON LOCAL GOVERNMENTS
AND THE ECONOMY

SEMINAR AGENDA

and

PRESENTATION MANUSCRIPT

RESOURCE CRISES MANAGEMENT
PRESENTATION MANUSCRIPT

INTRODUCTION

1. GAIN ATTENTION -- WE KNOW THAT ENERGY IS THE FOUNDATION ON WHICH MODERN INDUSTRIAL SOCIETY IS BUILT. WE KNOW THAT A SUBSTANTIAL PORTION OF THE WORLD'S KNOWN PETROLEUM AND GAS RESERVES IS UNDER CONTROL OF FOREIGN GOVERNMENTS, YET IN THE WINTER OF 1976-77, WE STILL REFUSE TO FULLY FACE UP TO OUR ENERGY PROBLEMS (TR. NO. 1 ON). ON THURSDAY, MAY 22, 1975, THE WASHINGTON POST NOTED THAT:

- o A MOOD OF DANGEROUS INDECISION SEEMS TO HAVE SEIZED THE COUNTRY IN EVERYTHING THAT TOUCHES ON ENERGY. . . .
- o THE CHOICES ARE TOO HARD. . . . TOO DISRUPTIVE TOO COSTLY
- o BUT THE HARD CHOICES AREN'T GOING AWAY
- o THERE IS NO AGREEMENT YET AS TO WHO MUST PAY MORE AND WHO MUST LEARN TO DO WITHOUT (TR. NO. 1 OFF).

(TR. NO. 2 ON) ON DECEMBER 18, 1976, JOHN CROWN STATED IN AN EDITORIAL IN THE ATLANTA JOURNAL/THE ATLANTA CONSTITUTION THAT: (Tr. NOS. 2, 3 and 4 ON)

- o FOR THREE YEARS WE HAVE BEEN LOOKING FOR AN ENERGY POLICY WHICH WILL REDUCE OUR DEPENDENCE UPON OTHERS BUT WILL NOT REDUCE OUR PROLIFIGATE USE OF ENERGY ITSELF
 - o THE VAST MAJORITY OF AMERICANS WHEN THEY THINK OF AN ENERGY POLICY DO NOT THINK OF ANY HARDSHIP OR SACRIFICE. IN FACT, THEY DO NOT EXPECT ANY ENERGY POLICY TO INCONVIENCE THEM
 - o CONSERVING ENERGY IS THE NAME OF THE GAME, BUT EVERYONE EXPECTS THE CONSERVING TO BE DONE BY THE OTHER FELLOW. (TR. NOS. 2, 3 and 4 OFF)
- EACH OF US MUST REACH OUR OWN CONCLUSION ON THE ENERGY SITUATION. DO YOU

BELIEVE THAT THE FOLLOWING STATEMENTS ARE FACT OR FICTION? (TR. NO. 5 ON)

- o THE U. S. HAS REACHED THE END OF AN ERA OF CHEAP AND ABUNDANT FUEL?
- o FUEL IS JUST ONE OF MANY RESOURCES DEMANDED BY AN INDUSTRIALIZED SOCIETY IF IT IS TO SURVIVE?
- o LOCAL GOVERNMENTS, BUSINESSES AND CITIZENS DO NOT NEED TO BE CONCERNED ABOUT THE MANAGEMENT OF RESOURCES INVOLVED IN THEIR ECONOMIC WELL BEING? (TR. NO. 5 OFF)

2. MOTIVATE -- ENERGY IS CRITICAL TO OUR WELL BEING, HOWEVER IT IS NECESSARY THAT ENERGY AS A SUBJECT BE CONSIDERED ALONG WITH OTHER VITAL RESOURCES AND THAT CRISIS MANAGEMENT BE CONSIDERED ALSO WITHIN THE BROADER FIELD OF RESOURCES. IT IS THE RESOURCES AND THE AVAILABILITY OF RESOURCES AT COMPETITIVE COSTS THAT MAKE ECONOMIC DEVELOPMENT WORK IN OUR SOCIETY AND IN TURN GIVES US A STABLE STANDARD OF LIVING FOR ALL PEOPLE.

3. STATE PURPOSE AND MAIN IDEAS. THE OVERALL PURPOSE OF THIS CONFERENCE-SEMINAR IS TO FAMILIARIZE LOCAL OFFICIALS WITH THE NEED FOR EITHER ELIMINATING CRISES ARISING IN THEIR JURISDICTION OR MANAGING SUCH CRISES SHOULD THEY ARISE. THE PURPOSE OF THIS PART OF THE PROGRAM IS TO DISCUSS WITH YOU THE NATURE OF CRISES MANAGEMENT AND TO SOLICIT YOUR ASSISTANCE IN FURTHER EXAMINING THE USEFULNESS OF THE APPROACH TO LOCAL GOVERNMENTS IN THE STATE. SPECIFICALLY, OUR OBJECTIVE TO DAY IS TO ASSIST PUBLIC OFFICIALS TO: (TR. NO. 6 ON)

- o IDENTIFY
- o PREPARE FOR
- o AND RESPOND TO --
 - SITUATIONS OF SHORTAGES
 - RAPIDLY ESCALATING COSTS
 - INTERRUPTION OF VITAL SERVICES

WHICH WILL RESULT IN UNPLANNED/UNWARRANTED

- o OPERATING COST TO GOVERNMENT
- o SOCIAL COSTS TO CITIZENS
- o POLITICAL COST TO LEADERSHIP (T. R. NO. 6)

BODY

1. BACKGROUND AND ISSUES -- FEW PUBLIC ISSUES ARE MORE SIGNIFICANT IN THEIR IMMEDIATE AND LONG-RANGE IMPACT ON STATE AND LOCAL GOVERNMENT THAN ECONOMIC DEVELOPMENT. GOVERNMENTS IN A DEMOCRATIC SOCIETY CANNOT FUNCTION INDEFINITELY WITHOUT TAX REVENUES DERIVED FROM A SOUND, CAPITALISTIC-ORIENTED ECONOMY: A SOCIETY ITSELF CANNOT CONTINUE TO BE A HEALTHY ONE UNLESS ORDINARY CITIZENS ARE PRODUCTIVELY EMPLOYED. LOCAL AND STATE GOVERNMENTS, AS WELL AS THE NATIONAL GOVERNMENT, ARE NOT ONLY DEPENDENT ON A SOUND ECONOMY, BUT NOW MUST BE MORE INVOLVED THAN EVER WITH THE MAINTENANCE AND IMPROVEMENT OF THEIR RESPECTIVE ECONOMIC BASES.

HISTORICALLY, INDUSTRIAL DEVELOPMENT PROCESSES AND PROGRAMS WERE DEVELOPED IN AN ENVIRONMENT RICH IN NATURAL RESOURCES AND ESSENTIALLY IN A COUNTRY THAT WAS RELATIVELY UNDERPOPULATED. THIS ENVIRONMENT HAS BEEN SUBSTANTIALLY CHANGED IN THE PAST FEW YEARS. THIS COUNTRY MUST NOW COMPETE FOR NEEDED RESOURCES AS NEVER BEFORE AND IS FACED WITH A LABOR FORCE WHICH IT MUST KEEP EMPLOYED. THE DEFENSIVE ASPECTS OF INDUSTRIAL AND ECONOMIC DEVELOPMENT HAVE BEEN RECOGNIZED. THE NEED TO CONSIDER THE MANAGEMENT OF SCARCE RESOURCES AS AN INTEGRAL ASPECT OF ECONOMIC DEVELOPMENT PROCESSES AND PROGRAMS IS BECOMING INCREASINGLY IMPORTANT.

ACKNOWLEDGING THAT THE NATIONAL GOVERNMENT HAS A PREDOMINANT ROLE TO PLAY IN THE ECONOMIC WELL BEING OF THE NATION, IT IS RECOGNIZED THAT ECONOMIC DEVELOPMENT ACTUALLY OCCURS AT THE LOCAL LEVEL: FOR IT IS HERE THAT PLANTS ARE LOCATED, AGRICULTURE AND BUSINESS STRENGTHENED, AND NEW JOBS ARE CREATED. ANY INTERNAL ECONOMIC DEVELOPMENT STRATEGY MUST FOCUS AT THE LOCAL AND SUBSTATE REGIONAL LEVEL.

TRANSITION -- WHILE RECOGNIZING THAT CONSIDERABLE ATTENTION HAS BEEN GIVEN TO THE PLANNING FOR DISASTER AND WARTIME SITUATIONS BY THE FEDERAL AND STATE GOVERNMENTS, ONLY RECENTLY HAS THE FEDERAL GOVERNMENT RECOGNIZED THE NEED FOR PLANNING TO MEET CRISES RELATED TO ECONOMIC SITUATIONS. GENERALLY FEDERAL AND STATE ACTION IN THIS MATTER HAS BEEN RESTRICTED TO THE BUREAUCRACY. YET, ECONOMIC CRISES ACTUALLY HAPPEN AT THE COMMUNITY LEVELS, FOR IT IS HERE THAT JOBS ARE LOST, GOVERNMENTAL SERVICES CURTAILED, SCHOOLS CLOSED AND SOCIAL COST TO THE CITIZENS OCCUR, AND ON OCCASION POLITICIANS ARE DEFEATED FOR RE-ELECTION. ALL ELEMENTS OF SOCIETY MUST BE SERVED. NATIONAL AND STATE GOVERNMENTS CANNOT SOLVE INDIVIDUAL PROBLEMS AT THE LOCAL LEVEL, BUT THEY CAN ASSIST THE LOCAL COMMUNITY AND THE SURROUNDING AREA IN SOLVING THEIR PROBLEMS. IN RECENT MONTHS AND YEARS - WITH ENERGY CRISIS, INFLATION AND SHORTAGES OF VARIOUS KINDS AFFECTING THE DAILY LIVES OF PEOPLE EVERYWHERE - "CRISIS" HAS BECOME AN OVER-USED TERM. HOWEVER, MOST OF THE PROBLEMS WHICH SEEM TO HAVE BECOME CRITICAL SO SUDDENLY HAVE THEIR ROOTS IN THE FACT THAT WE CAN NO LONGER EXPECT THE BASIC RESOURCES OF THIS EARTH TO SATISFY ALL THE NEEDS AND EXPECTATIONS OF A BURGEONING POPULATION IN THE LIMITED HABITABLE SPACE OF THE PLANET. RESOURCE RELATED PROBLEMS REQUIRE THE ATTENTION OF COMMUNITIES AND THEIR BUSINESS, LABOR AND POLITICAL LEADERS. THEY REQUIRE THE ATTENTION OF THE STATE AND ITS LEADERS. FREQUENTLY, THEY INVOLVE THE FEDERAL GOVERNMENT AND NATIONAL LEADERSHIP AS WELL. BUT CAUSES AND EFFECTS OF ECONOMIC STRESS AND SHORTAGES ARE TOO PERVASIVE TO EXPECT NATIONAL SOLUTIONS ARE AT HAND AND CAN PROVIDE INSTANT RELIEF IN EVERY SITUATION.

2. THE NATURE OF RESOURCE CRISES MANAGEMENT -- TO UNDERSTAND THE NATURE OF RESOURCE CRISES MANAGEMENT, ONE MUST FIRST UNDERSTAND THAT THE U. S. HAS A HIGHLY DEVELOPED NATIONAL RESOURCE MANAGEMENT SYSTEM IN EXISTENCE. WE RECOGNIZE THAT THE SYSTEM IS A FAIRLY "OPEN" SYSTEM BUT SOMETIMES IT SEEMS THAT ITS

COMPONENTS DO NOT FUNCTION WELL TOGETHER. RESOURCE MANAGEMENT IS A CONCEPT AND SYSTEM FOR RELATING AND APPLYING HUMAN, NATURAL AND INDUSTRIAL RESOURCES TO THE NEEDS OF SOCIETY. AS A PREPAREDNESS PROGRAM, RESOURCE MANAGEMENT SEEKS TO DEVELOP AND MAINTAIN A CAPABILITY IN GOVERNMENT AND IN THE SOCIETY WHEREBY THE HUMAN, NATURAL AND INDUSTRIAL RESOURCES OF THE NATION MAY BE EFFECTIVELY APPLIED TO MEETING THE NEEDS AND ACHIEVING THE GOALS OF THE NATION IN TIME OF EMERGENCY. NATIONAL RESOURCES CONSISTS OF ALL THINGS OF VALUE IN THE ECONOMY. (TR. NO. 7 ON). THESE THINGS MAY BE OF DIFFERING ORDER OF IMPORTANCE IN VARIOUS GEOGRAPHICAL PARTS OF THE COUNTRY. BASICALLY THEY ARE:

- o MANPOWER, AND THE LABOR FORCE
- o HEALTH AND MEDICINE
- o FOOD AND FIBERS
- o MINERALS AND SOLID FUELS
- o ELECTRIC POWER
- o CONSTRUCTION AND HOUSING
- o WATER AND SANITATION
- o TRANSPORTATION AND STORAGE
- o TELECOMMUNICATIONS
- o FINANCE AND FISCAL SERVICES
- o OTHER PROFESSIONS AND TRADES (TR. NO. 7 OFF.)

THE CYCLE OF RESOURCE INTERRELATIONSHIPS CAN BE SHOWN IN THIS TRANSPARENCY. (TR. NO. 8 ON). THE IDEA ILLUSTRATED IS THAT A WEAK LINK IN THE ECONOMIC CHAEN CAN BREAK RESULTING IN SOME FORM OF CRISIS SITUATION (TR NO. 8 OFF).

THE UNITED STATES DOES NOT HAVE A FULLY PLANNED ECONOMIC SOCIETY IN WHICH EVERY ECONOMIC DIRECTION AND MOVE IS DICTATED BY A HIERARCHIAL, CENTRALIZED AUTHORITY. (TR. NO. 9 ON). RATHER, RESOURCES IN OUR SOCIETY ARE, FOR THE MOST PART, STILL "MANAGED" BY A FREE MARKET MECHANISM OF SUPPLY AND DEMAND, WITH A

MINIMUM OF GOVERNMENT REGULATION OF COMMERCE AND TRADE. THEORETICALLY, AN OPEN MARKET SYSTEM LEAVES ALL ECONOMIC DEVELOPMENT PROCESSES TO THE INDIVIDUAL PRODUCER AND INDIVIDUAL CONSUMER, AND LEAVES COMPETITION TO ENFORCE THIS OPENNESS. HOWEVER, IT IS OBVIOUS THAT WE LIVE IN AN ERA IN WHICH THE MARKET IS NEITHER FULLY OPEN NOR FULLY COMPETITIVE. IT IS ALSO RATHER OBVIOUS THAT GOVERNMENTAL FORCES ARE PLAYING AN INCREASINGLY PERSUASIVE REGULATORY ROLE IN THE MARKET PLACE.

IN ANY EVENT IN EMERGENCIES, SERIOUS IMBALANCES BETWEEN REQUIREMENTS AND AVAILABLE SUPPLY MAKES IT NECESSARY FOR THE GOVERNMENT TO TAKE CORRECTIVE ACTION. BUT EVEN THEN, WE EXPECT BUSINESSES TO CONTINUE TO OPERATE UNDER THEIR OWN MANAGERS AND IN ACCORDANCE WITH NORMAL CONTRACTUAL AND OTHER PRACTICES:
(TR. NO. 9 OFF).

WITH THE EXCEPTION OF WAR-TIME SITUATIONS, OUR GOVERNMENT MANAGES DURING TIMES OF CRISES LARGELY BY INDUCEMENTS: MANDATORY ACTIONS ARE TAKEN ONLY AS THE SITUATION DEMANDS, USUALLY AS A LAST RESORT.

3. WHY THE INVOLVEMENT OF LOCAL GOVERNMENTS -- NATIONAL ECONOMIC HEALTH AND GROWTH AS MEASURED IN TERMS OF THE GROSS NATIONAL PRODUCT (GNP) IS ESSENTIALLY A MATTER OF NATIONAL POLICY AND THE INTERPLAY OF INTERNATIONAL FORCES, TEMPERED FROM TIME-TO-TIME BY ACTIONS IN THE MARKET PLACE. NATIONAL ECONOMIC POLICIES CONTINUE TO SHIFT TO MEET NEW AND OFTEN UNFORESEEN CONDITIONS BROUGHT ON BY DIMINISHING NATURAL RESOURCES, DECLINE IN PRODUCTIVITY, AND THE EMERGING "THIRD" WORLD POWERS. YET, THE ECONOMIC WELL BEING OF THE NATION IS ALSO DETERMINED IN PART AT THE LOCAL, AREA, AND STATE LEVELS OF SOCIETY. HERE THE ECONOMIC WELL BEING OF CITIZENS IS MEASURED IN TERMS OF PER CAPITA AND MEDIAN FAMILY INCOME, INDIVIDUAL ENTREPRENEURIAL OPPORTUNITY AND THE GENERATION OF TAX REVENUES NEEDED TO SUPPORT LOCAL AND STATE GOVERNMENTS. IT IS NECESSARY THAT: (TR. NO. 10 ON)

CITIZENS AND THEIR GOVERNMENT HAVE A STABLE ECONOMIC BASE THAT WILL PROVIDE

- o AN ADEQUATE STANDARD OF LIVING FOR ALL
- o ADEQUATE GOVERNMENTAL SERVICES WITHOUT CRISES SITUATIONS THAT CAN WIPE OUT LONG-RANGE ECONOMIC GAINS (TR. NO. 10 OFF)

IT IS AN ACCEPTED FACT THAT MANY IF NOT ALL LOCAL GOVERNMENTS ARE "CRISIS PRONE". THEY ARE NOT ONLY CRISIS PRONE, BUT USUALLY ARE NOT ABLE TO DEVELOP PLANS TO MEET CRISES. (TR. NO. 11 ON)

- o FAILURE IN GOVERNMENT CAN RESULT FROM ITS TENDENCY NOT TO CONSIDER A PROBLEM ADEQUATELY UNTIL IT HAS ASSUMED CRISIS PROPORTION
- o GOVERNMENTS RESPOND TO CRISIS ON AN AD HOC BASIS
- o SEPARATE CRISES ARE DEALT WITH ON AN INDIVIDUAL BASIS
- o CAN GOVERNMENTS AND THE ECONOMY CONTINUE TO AFFORD THIS APPROACH?

IN SUMMARY, LOCAL GOVERNMENTS SHOULD BE INVOLVED IN THE PREVENTION OF CRISES IF POSSIBLE AND IN THE EFFECTIVE MANAGEMENT OF CRISES, SHOULD THEY ARISE BECAUSE: (TR. NO. 12 ON)

- o LOCAL GOVERNMENTS ARE DEPENDENT ON TAX REVENUES DERIVED FROM A STRONG ECONOMY
- o LOCAL GOVERNMENTS ARE NOW BECOMING MORE INVOLVED WITH THE MAINTENANCE OF THEIR ECONOMIC BASE
- o EXTERNAL FORCES OVER WHICH LOCAL OFFICIALS HAVE NO CONTROL CAN DISRUPT LOCAL ECONOMIES AND THE TAX BASE
- o LOCAL GOVERNMENTS CANNOT DEPEND ON THE STATE AND FEDERAL GOVERNMENT TO SOLVE ALL LOCAL PROBLEMS
- o IF LOCAL OFFICIALS CANNOT SOLVE THEIR PROBLEMS AT THE LOCAL LEVEL AND THEY DO NOT MAKE THEIR NEED KNOWN TO STATE AGENCIES, HOW CAN THEY EXPECT THE PROBLEM TO BE SOLVED?

4. SUMMARY OF COSTS. THE FOREGOING GENERALITIES LEADS ONE TO THE CONCLUSION THAT LOCAL ELECTED OFFICIALS AND THEIR ADMINISTRATORS SHOULD BE INTERESTED IN IDENTIFYING PREPARING FOR AND RESPONDING TO CONDITIONS THAT LEAD TO CRISIS SITUATIONS. BUT A CLOSE LOOK AT THE COST INVOLVED SHOULD LOCAL OFFICIALS ELECT NOT TO BE CONCERNED WITH THE POSSIBILITIES OF CRISES SITUATIONS LEADS ONE TO THE CONCLUSION THAT THEY MUST BE INVOLVED. LET US LOOK AT SOME OF THESE COSTS.

(TR. NO. 12 GN).

OPERATING COSTS TO GOVERNMENTS -- ALTHOUGH WE HAVE AVOIDED REFERRING TO THE EFFECTS OF THE SO-CALLED ENERGY CRISIS UNTIL NOW, MOST PUBLIC OFFICIALS ARE FULLY AWARE OF THE IMPACT OF PRICE INCREASES FOR ENERGY OVER THE PAST TWO YEARS. IT IS RATHER OBVIOUS NOW THAT LOCAL GOVERNMENTS MUST UTILIZE AVAILABLE ENERGY AS EFFECTIVE AND EFFICIENTLY AS POSSIBLE. YET, MANY LOCAL OFFICIALS HAVE NOT REALLY FACED UP TO THIS REALISTICALLY. NOR HAVE THEY REALLY FACED UP TO THE POSSIBILITY THAT SOME KINDS OF ENERGY MAY BE IN SHORT SUPPLY. IN FACT, SHOULD FOREIGN INTEREST INVOKE ANOTHER OIL EMBARGO, MANY COMMUNITIES WOULD BE PUT IN A CRISIS SITUATION ON SHORT NOTICE. ALTHOUGH THE NATIONAL GOVERNMENT MUST TAKE ACTION IN SUCH CASES, LOCAL OFFICIALS MUST FACE THE CITIZENS ALSO."

SOCIAL COSTS TO CITIZENS -- HIGH COSTS OF ENERGY AS WELL AS ITS AVAILABILITY CAN HAVE A SERIOUS SOCIAL EFFECT ON ALL SEGMENTS OF THE POPULATION. THE LACK OF REASONABLY PRICED ENERGY CAN COST A MAN HIS JOB, IT CAN PRICE POOR PEOPLE OUT OF THE MARKET WHEN IT COMES TO HEATING AND LIGHTING THEIR HOMES, IT CAN REDUCE ENTREPRENEURIAL OPPORTUNITIES FOR YOUNG PEOPLE AND IT CAN MAKE EXISTENCE VERY DIFFICULT FOR THE ELDERLY LIVING ON FIXED INCOMES.

POLITICAL COSTS TO LEADERSHIP -- CRISIS THREAT AS WELL AS CRISIS ITSELF CAN BE A THREAT TO POLITICAL STABILITY. NOTWITHSTANDING THE FACT THAT THE GENERAL

PUBLIC LIKES TO BLAME THE NATIONAL GOVERNMENT FOR PROBLEMS AND TO SEEK RELIEF FROM THE FEDERAL GOVERNMENT, THE FACT REMAINS THAT LOCAL ELECTED OFFICIALS ARE CLOSER TO THE PEOPLE THAN THE BUREAUCRACY AND STATE AND NATIONAL ELECTED OFFICIALS. IT SEEMS RATHER OBVIOUS THAT WHEN CALCULATING RISKS ASSOCIATED WITH POTENTIAL CRISIS SITUATIONS ONE MUST TAKE INTO ACCOUNT RISKS TO POLITICAL LEADERS FOR ACTIONS EITHER TAKEN OR NOT TAKEN. (TR. NO. 12 OFF).

TRANSITION

UP TO THIS POINT, WE HAVE ATTEMPTED TO SHOW THAT IT IS TO THE SELF-INTEREST OF LOCAL OFFICIALS THAT THEY BECOME INVOLVED OR AT LEAST APPRECIATE THE NEED FOR RESOURCE PLANNING. IF YOU DO, YOU WILL BE THE EXCEPTIONAL ONES SINCE ONE OF THE CHARACTERISTIC SYMPTOMS OF FAILURE IN GOVERNMENT IS THE TENDENCY NOT TO CONSIDER A PROBLEM ADEQUATELY UNTIL IT HAS BECOME A CRISIS, THEN TO RESPOND TO THE CRISIS ON AN AD HOC BASIS. SEPARATE CRISES ARE DEALT WITH INDIVIDUALLY AND RESPONSES ARE DEVELOPED AS INDEPENDENT, ADDITIVE ACTIONS. GOVERNMENTAL SYSTEMS, AND THE ECONOMY IN GENERAL, ARE TOO INTERDEPENDENT TO BE DEALT WITH UNDER SUCH A PHILOSOPHY. ALL LEVELS OF GOVERNMENTS ARE "UNDER FIRE" BY THE GENERAL PUBLIC.

SUMMARY

DURING THIS PERIOD, WE HAVE ATTEMPTED TO DESCRIBE TO YOU THE NATURE OF RESOURCE MANAGEMENT AT THE NATIONAL LEVEL AND WHY RESOURCE CRISES MANAGEMENT IS OF IMPORTANCE TO THE LOCAL ELECTED OFFICIALS AND THEIR PUBLIC ADMINISTRATORS. WE HAVE HIGHLIGHTED THE FACTS THAT GOVERNMENTS CANNOT FUNCTION INDEFINITELY WITHOUT TAX REVENUES DERIVED FROM A SOUND ECONOMY AND THAT IT IS ESSENTIAL THAT THE ECONOMY BE AS STABLE AS POSSIBLE. WE HAVE SHOWN THE NEED FOR LOCAL OFFICIALS TO IDENTIFY AND PREPARE FOR AND RESPOND TO SITUATIONS OF SHORTAGES OF VITAL RESOURCES OR RAPIDLY ESCALATING COSTS OF THE INTERRUPTION OF VITAL SERVICES.

FINALLY, WE HAVE TRIED TO SHOW THAT CERTAIN COSTS MUST BE CONSIDERED UNLESS LOCAL OFFICIALS DO BECOME INVOLVED IN EITHER ELIMINATING CRISES FROM ARISING IN THEIR JURISDICTION OR MANAGING SUCH CRISES.

IN THE NEXT PERIOD, WE WILL DISCUSS GUIDELINES FOR PUBLIC OFFICIALS IN DEALING WITH RESOURCE CRISES MANAGEMENT. ARE THERE ANY QUESTIONS?

THURSDAY, MAY 22, 1975

Hard Choices on Energy

A MOOD OF dangerous indecision seems to have seized the country in everything that touches energy and transportation. The choices are too hard, and the common reaction is to try to push them away. They are too costly, too disruptive, too unfamiliar, too freighted with ideological overtones. The Congress, in particular, is paralyzing. There is a terrible tight and hope that will evaporate and in two years ago a limited supply was an un-

But the hard choices are going to go away. First on the list is the oil imports, and our rising dependence on Middle East sources. The House Ways and Means Committee has written a bill that would attempt to meet this threat by raising gasoline taxes—but gasoline in 1977, at a good one considered chairman, through his final intentions. The bill has only a modest chance of getting through the House and even less of passing the Senate, where a large majority of the membership clearly wants to do nothing at all. Cutting gasoline consumption is too hard. Cutting oil imports is too hard, and the voters don't like it. But the consequences of not cutting them are frightful and no one is prepared to defend a rapid rise in oil imports as an energy policy for the present. The national posture is, for the regulation of natural gas, has created an artificial shortage each winter. One solution is to build a more intricate and inefficient program to deal with the shortage around the country. Nobody likes that idea. The other is to decontrol the price, and nobody seems to like that idea either. We have now had two successive warm winters. The Federal Energy Administration is currently setting up a task force to organize emergency measures in the event of a cold winter this year. One expedient under consideration is to force utilities in the gas-producing states to convert to oil, to divert their gas supplies to the North and Northeast. But is it fair to divert this cheap and clean fuel from states such as Texas and Oklahoma, which have paid the uncontrolled intrastate price all along, in order to rescue other states from an emergency created by the unrealistically low interstate price?

Another of the too-hard questions is the environmental standard for automobile emissions. The hearings are moving

along at a snail's pace. The industry is taking 18 months of lead time to change into production. The industry must design, test and build the cars that will be on sale in the fall of 1976. But Congress is caught fast among competing warnings of public health hazards.

Consider the hard choices presented by the vast network of bankrupt eastern railroads. After years of congressional consideration and preparation, the Conrail plan for public ownership of the roadbeds was published two months ago. Then the Justice Department, in an extreme example of tunnel vision, attacked the idea as a threat to competition. The department's idea of competition is to have the railroads compete with trucks.

Each of these dilemmas, you will note, affects all the others. Reduced oil prices make the gas shortage more onerous. Price controls on the gas increase our need for imported oil. The emissions standards set for new cars affects their gasoline mileage. The degradation of rail service throws more freight onto the highways. It also adds to the cost of shipment of coal to the plants being converted to oil.

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THERE IS NO AGREEMENT YET AS TO WHO MUST PAY MORE AND WHO MUST LEARN TO DO WITHOUT

Energy Conservation Is by the Other Fellow

The basic problem is that people are willing to make token gestures such as turning off electric lights that are not being used. Or turning down the thermostat on their gas furnace or oil furnace or electric



But the vast majority of Americans when they think of an energy policy don't really think of any sacrifices or hardships. They continue to expect to drive a gas-guzzler into a filling station—or service station—at any time—night, and fill the tank. They expect to

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deavors to that means

CROWN SAID -- FOR THREE YEARS WE HAVE BEEN LOOKING FOR AN ENERGY POLICY WHICH WILL REDUCE OUR DEPENDENCE UPON OTHERS BUT WILL NOT REDUCE OUR PROLIFICATE USE OF ENERGY ITSELF.

the term, regarded as some magic formula that is

ways of limiting the consumption of energy—which energy policy —

If prices are raised, there should be no doubt that there would be a shrill outcry charging profiteering. And there would be a redoubled effort to break up the oil companies as a means of vengeance.

But when it comes down to the automobile energy experience

three years. The Federal Reserve, has said Congress have said others have said citizens have said

If taxes are raised, there should be no doubt that there would be an equally shrill outcry charging elected officials with penalizing "the little fellow." And this would be reflected the next time the elected officials stood before the electorate. In other words, the campaign would be to turn out of

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— indisputable. That is what everyone has been saying for three years. Frank Zarb, head of the Federal Energy Administration, has said it. Members of Congress have said it. Business leaders have said it. Even average citizens have said it.

But when conserving energy comes down to drastic limitations on automobile travel and related energy expenditures, then that is something-else. Then you are talking about unemployment in the automobile industry, in the highway industry, in all manner of industry.

Conserving energy is the name of the game. But everyone expects the conservation to be done by the other fellow.

The Atlanta Journal
AND
THE ATLANTA CONSTITUTION

SATURDAY, DECEMBER 18, 1976

John Crown

Energy Conservation Is by the Other Fellow

For three years we have been a nation more or less in search of an energy policy which would reduce our dependence upon others but which would not reduce our profligate use of energy itself.

That is the contradiction in terms which faces anyone who endeavors to come up with a policy that means anything.

President Nixon pledged that we would pursue a policy that would give us energy independent. President Ford talked about a policy but was a common carter.

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The people are willing to make gestures such as turning off electric lights that are not being used. Or turning down the thermostat on their gas furnace or oil furnace or electric



furnace. Or adding insulation to their residences.

Some people, that is, are willing to make such gestures.

But the vast majority of Americans when they think of an energy policy don't really think of any sacrifices or hardships. They continue to expect to drive a gas-guzzler into a filling station—or service station—at any time, day or night, and fill the gas tank. They expect to have unlimited use of power boats. They expect no restrictions on the power cycle.

CROWN SAID -- THE VAST MAJORITY OF AMERICANS WHEN THEY THINK OF AN ENERGY POLICY DON'T THINK OF ANY HARDSHIP OR SACRIFICES. IN FACT, THEY DO NOT EXPECT ANY ENERGY POLICY TO INCONVENIENCE THEM.

And it is going to be intriguing to see the Carter administration come up with any sort of substantive energy policy that does not disenchant the voters who are not interested in sacrifice—or inconvenience.

Recently, H. C. Kauffman, president of Exxon Corp., was interviewed here by Atlanta Journal Business Writer Paul Troop. Mr. Kauffman touched on two possible ways of limiting the consumption of energy—which any valid energy policy must do.

One way is to
Another way is to

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Energy Conservation Is by the Other Fellow

For three years we have been a nation more or less in search of an energy policy which would reduce our dependence upon others but which would not reduce our profligate use of energy itself.

That is the contradiction in terms which faces anyone who endeavors to come up with a policy that means anything.

President Nixon pledged that we would pursue a policy that would give us energy independence. President Ford talked about a policy but was a common can-partis-

has
poli-
come
will do

The problem is that people are willing to make token gestures such as turning off electric lights that are not being used. Or turning down the thermostat on their gas furnace or oil furnace or electric



furnace. Or adding insulation to their residences.

Some people, that is, are willing to make such gestures.

But the vast majority of Americans when they think of an energy policy don't really think of any sacrifices or hardships. They continue to expect to drive a gas-guzzler into a filling station—or service station—at any time, day or night, and fill the gas tank. They expect to have unlimited power boats. They expect no restrictions on their power consumption.

The term, as regarded as some magic formula that is going to solve the problem without imposing any restrictions or limitations on the average citizen.

And it is going to be intriguing to see the Carter administration come up with any sort of substantive energy policy that does not disenchant the voters who are not interested in sacrifice—or inconvenience.

Recently, H. C. Kauffman, president of Exxon Corp., was interviewed here by Atlanta Journal Business Writer Paul Troop. Mr. Kauffman touched on two possible ways of limiting the consumption of energy—which any valid energy policy must do.

One way is
Another way is

because of a limitation on his income.

If prices are raised, there should be no doubt that there would be a shrill outcry charging profiteering. And there would be a redoubled effort to break up the oil companies as a means of vengeance.

If taxes are raised, there should be no doubt that there would be an equally shrill outcry charging elected officials with penalizing "the little fellow." And this would be reflected the next time the elected officials stood before the electorate. In other words, the campaign would be to turn out of

office those who would increase taxes on energy consumption.

Mr. Kauffman across as a realistic energy policy. He pointed out to limitations. And States nations a better job of energy.

That is indisputable. That is what everyone has been saying for three years. Frank Zarb, head of the Federal Energy Administration, has said it. Members of Congress have said it. Business leaders have said it. Even average citizens have said it.

But when conserving energy comes down to drastic limitations on automobile travel and related energy expenditures, then that is something else. Then you are talking about unemployment in the automobile industry, in the highway industry, in all manner of industry.

Conserving energy is the name of the game. But everyone expects the conservation to be done by the other fellow.

CROWN SAID -- CONSERVING ENERGY IS THE NAME OF THE GAME, BUT EVERYONE EXPECTS THE CONSERVATION TO BE DONE BY THE OTHER FELLOW.

The Atlanta Journal
AND
THE ATLANTA CONSTITUTION

SATURDAY, DECEMBER 18, 1976

FACT OR FICTION ?

- O THE U. S. HAS REACHED THE END OF AN ERA OF
CHEAP AND ABUNDANT FUEL ?
- O FUEL IS JUST ONE OF MANY RESOURCES DEMANDED
BY AN INDUSTRIALIZED SOCIETY IF IT IS TO
SURVIVE ?
- O LOCAL GOVERNMENTS, BUSINESSES AND CITIZENS
DO NOT NEED TO BE CONCERNED ABOUT THE
MANAGEMENT OF RESOURCES INVOLVED IN THEIR
ECONOMIC WELL BEING ?

CONFERENCE OBJECTIVE

TO ASSIST PUBLIC OFFICIALS TO:

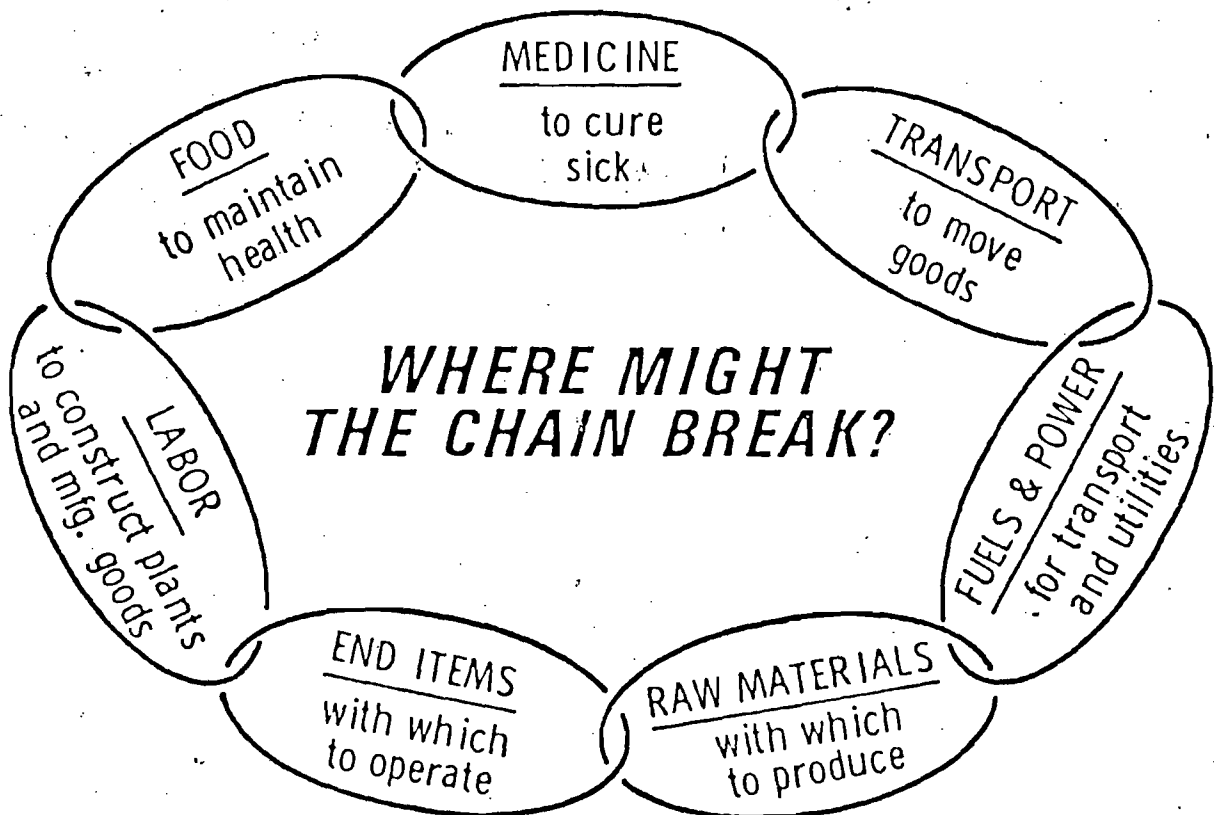
- o IDENTIFY
- o PREPARE FOR
- o AND RESPOND TO --
 - SITUATIONS OF SHORTAGES
 - RAPIDLY ESCALATING COSTS
 - INTERRUPTION OF VITAL SERVICES

WHICH WILL RESULT IN UNPLANNED/UNWARRENTED

- o OPERATING COST TO GOVERNMENT
- o SOCIAL COST CITIZENS
- o POLITICAL COST TO LEADERSHIP

CYCLE OF RESOURCE INTERRELATIONSHIPS

"WEAK LINKS IN THE ECONOMIC CHAIN"



BASIC CONCEPTS

1

IN OUR SOCIETY, RESOURCES ARE "MANAGED" BY:

- o A FREE MARKET MECHANISM - SUPPLY/DEMAND
- o WITH A MINIMUM OF GOVERNMENT REGULATION

2

IN EMERGENCIES, SERIOUS IMBALANCES BETWEEN SUPPLY AND DEMAND
MAY MAKE IT NECESSARY FOR GOVERNMENT TO TAKE CORRECTIVE
MEASURES

3

BUT EVEN THEN -- BUSINESSES CONTINUE TO OPERATE UNDER
THEIR OWN MANAGEMENT AND IN ACCORDANCE WITH NORMAL
CONTRACTUAL AND OTHER PRACTICES

4

GOVERNMENT MANAGES LARGELY BY INDUCEMENT

5

MANDATORY ACTIONS ARE TAKEN ONLY AS THE SITUATION DEMANDS
USUALLY AS A LAST RESORT

IT IS NECESSARY THAT:

CITIZENS AND THEIR GOVERNMENT HAVE A STABLE ECONOMIC
BASE THAT WILL PROVIDE

- o AN ADEQUATE STANDARD OF LIVING FOR ALL
- o ADEQUATE GOVERNMENTAL SERVICES

WITHOUT

CRISES SITUATIONS THAT CAN WIPE OUT
LONG-RANGE ECONOMIC GAINS

GOVERNMENT AND CRISES

- o FAILURE IN GOVERNMENT CAN RESULT FROM ITS TENDENCY NOT TO CONSIDER A PROBLEM ADEQUATELY UNTIL IT HAS ASSUMED CRISIS PROPORTION
- o GOVERNMENTS RESPOND TO CRISIS ON AN AD HOC BASIS
- o SEPARATE CRISES ARE DEALT WITH ON AN INDIVIDUAL BASIS
- o CAN GOVERNMENTS AND THE ECONOMY CONTINUE TO AFFORD THIS APPROACH?

WHY THE INVOLVEMENT OF LOCAL GOVERNMENT?

- o LOCAL GOVERNMENTS ARE DEPENDENT ON TAX REVENUES DERIVED FROM A STRONG ECONOMY
- o LOCAL GOVERNMENTS ARE NOW BECOMING MORE INVOLVED WITH THE MAINTENANCE OF THEIR ECONOMIC BASE
- o EXTERNAL FORCES OVER WHICH LOCAL OFFICIALS HAVE NO CONTROL CAN DISRUPT LOCAL ECONOMIES AND THE TAX BASE
- o LOCAL GOVERNMENTS CANNOT DEPEND ON THE STATE AND FEDERAL GOVERNMENT TO SOLVE ALL LOCAL PROBLEMS
- o IF LOCAL OFFICIALS CANNOT SOLVE THEIR PROBLEMS AT THE LOCAL LEVEL AND THEY DO NOT MAKE THEIR NEED KNOWN TO STATE AGENCIES, HOW CAN THEY EXPECT THE PROBLEM TO BE SOLVED?

HOW CAN LOCAL OFFICIALS

- o IDENTIFY??
- o PREPARE FOR??
- o AND RESPOND TO??

SITUATIONS OF SHORTAGES -

RAPIDLY ESCALATING COSTS -

INTERRUPTION OF VITAL SERVICES -

WHICH WILL RESULT IN UNPLANNED/UNWARRENTED

- o OPERATING COST TO GOVERNMENT
- o SOCIAL COST TO CITIZENS
- o POLITICAL COST TO LEADERSHIP

GUIDELINES FOR PUBLIC OFFICIALS
PRESENTATION MANUSCRIPT

1. GAIN ATTENTION. IN RECENT MONTHS AND YEARS -- WITH ENERGY CRISES, INFLATION AND SHORTAGES OF VARIOUS KINDS AFFECTING THE DAILY LIVES OF PEOPLE EVERYWHERE -- "CRISIS" HAS BECOME AN OVERUSED TERM. HOWEVER, MOST OF THE PROBLEMS WHICH SEEM TO BECOME CRITICAL SO SUDDENLY, HAVE THEIR ROOTS IN THE FACT THAT WE CAN NO LONGER EXPECT THE BASIC RESOURCES OF THIS EARTH TO SATISFY ALL THE NEEDS AND EXPECTATIONS OF A BURGEONING POPULATION IN THE LIMITED HABITABLE SPACE ON THE PLANET. RESOURCE RELATED PROBLEMS REQUIRE THE ATTENTION OF COMMUNITIES AND THEIR BUSINESS, LABOR AND POLITICAL LEADERS. THEY REQUIRE THE ATTENTION OF THE STATE AND ITS LEADERS. FREQUENTLY, THEY INVOLVE FEDERAL GOVERNMENT AND NATIONAL LEADERSHIP AS WELL. BUT CAUSES AND EFFECTS OF ECONOMIC STRESS AND SHORTAGES ARE TOO PERVASIVE TO EXPECT THAT NATIONAL SOLUTIONS ARE AT HAND AND CAN PROVIDE INSTANT RELIEF IN EVERY SITUATION.

2. STATE PURPOSE AND MAIN IDEAS-- THE PURPOSE OF THIS PART OF OUR CONFERENCE-SEMINAR IS TO BEGIN A TRANSLATION OF A NATIONAL EFFORT IN THE AREA OF ENERGY RESOURCE CRISES MANAGEMENT INTO AN APPROACH THAT CAN BE USED BY LOCAL GOVERNMENTS. DURING THIS PERIOD WE WILL OUTLINE GENERAL GUIDELINES THAT MAY BE USEFUL TO ALL LOCAL GOVERNMENTS WITH EMPHASIS ON ENERGY CRISIS MANAGEMENT. WE WILL RELATE THESE GUIDELINES TO THE STATE. THEN IN THE FOLLOWING PERIOD WE WILL SHOW HOW LOCAL GOVERNMENTS AND THEIR LEADERS CAN DEVELOP THEIR OWN CAPABILITY TO HANDLE CRISES MANAGEMENT PROBLEMS. THROUGHOUT OUR PRESENTATIONS WE WISH TO STRESS THE COSTS INVOLVED WHICH ARE AS YOU MAY RECALL --

- o OPERATING COSTS
- o SOCIAL COSTS TO CITIZENS
- o POLITICAL COSTS TO LEADERSHIP

TRANSITION

DURING THE FOLLOWING DISCUSSION WE WILL ASSUME THAT LOCAL ELECTED OFFICIALS AND THEIR ADMINISTRATORS RECOGNIZE THAT THE NATIONAL AND STATE GOVERNMENT CANNOT SOLVE ALL LOCAL PROBLEMS AND THERE IS A NEED FOR LOCAL GOVERNMENTS TO CONSIDER THEIR PROBLEMS ADEQUATELY SO THAT THERE IS A REASONABLE CHANCE OF AVOIDING CRISIS SITUATIONS. AT THE SAME TIME, WE WANT TO BEAR IN MIND THE LIMITATIONS OF LOCAL GOVERNMENTS AS WE SEEK APPROACHES THAT MAY PROVE TO BE USEFUL.

BODY

1. INTRODUCTION -- FUNDAMENTALLY, THERE ARE ONLY THREE THINGS A GOVERNMENT CAN DO TO ALLEVIATE AN ENERGY CRISIS: INCREASE SUPPLY, REDUCE DEMAND, OR REALLOCATE AVAILABLE SUPPLY AMONG EXISTING DEMANDS. EACH OF THESE STRATEGIES MAY BE PURSUED BY A DOZEN DIFFERENT TACTICS RANGING IN SEVERITY FROM PUBLIC AWARENESS PROGRAMS TO STOCKPILING AND CONDEMNATION PROCEEDINGS. THE STRATEGY TO BE UNDERTAKEN WILL DEPEND TO A GREAT EXTENT UPON THE LEVEL OF GOVERNMENT AFFECTED.

WHAT IS DONE IN THE AREA OF ENERGY POLICY, ENERGY CONTINGENCY PLANNING, AND ENERGY CRISIS MANAGEMENT WILL DEPEND UPON THE SERIOUSNESS OF THE CRISIS AS THE LOCAL GOVERNMENT SEES IT AND THUS ON INFORMATION AVAILABLE TO THEM ON ENERGY SUPPLY AND DEMAND IN THEIR JURISDICTION. CONSEQUENTLY, THE FIRST REQUIREMENT OF ENERGY POLICY IS ADEQUATE INFORMATION.

THE IDEA OF AN "ENERGY EMERGENCY" OR A "STATE OF EMERGENCY" INVOLVING AN ENERGY SITUATION IS REALLY SOMETHING NEW IN GEORGIA AND THE NATION. THE GENERAL ASSEMBLY ENACTED LEGISLATION WHICH HAS BECOME LAW EMPOWERING THE GOVERNOR TO TAKE CERTAIN MEASURES IN EVENT OF AN ENERGY EMERGENCY. SINCE DETAILS OF THE STATE PROGRAM HAVE NOT BEEN FULLY WORKED OUT, WE SHALL FIRST COVER THE FEDERAL APPROACH TO RESOURCE CRISIS MANAGEMENT AND DISASTER CONTROL, THEN INDICATE SOME AREAS AT THE STATE AND LOCAL LEVELS YOU MAY WISH TO EXAMINE.

2. THE GENERAL NATURE OF CRISIS MANAGEMENT

DEFINITION OF CRISIS MANAGEMENT-- (TR. NO.1 ON) CRISIS MANAGEMENT MAY BE DEFINED AS "THE MEANS BY WHICH GOVERNMENT, IN COOPERATION WITH PRIVATE BUSINESS AND OTHER INSTITUTIONS OF SOCIETY, IDENTIFIES, PREPARES FOR AND RESPONDS TO SITUATIONS OF SHORTAGE OF VITAL RESOURCES AND SERVICES OR THE INTERRUPTION OF SUCH SERVICES WHICH MAY POSE A THREAT TO LIFE, HEALTH, SAFETY AND WELL BEING OF PEOPLE AND COMMUNITIES OF THE NATION. (TR. NO. 1 OFF)

PRINCIPLES OF CRISIS MANAGEMENT -- IN THE DEVELOPMENT AND EXECUTION OF CRISIS PREPAREDNESS PROGRAMS, A SET OF UNDERLYING, COMMON SENSE PRINCIPLES SHOULD BE OBSERVED AND FOLLOWED: (TR.2. ON)

- o NO RADICALLY NEW ORGANIZATIONAL CHANGES TO IMPLEMENT THE CRISIS RESPONSE. A TIGHTER REIN ON AND MORE FORCEFUL DIRECTION AND COORDINATION OF EXISTING ORGANIZATIONS WILL, NO DOUBT, BE NECESSARY BUT NOT DRASTIC ORGANIZATIONAL CHANGE.
- o THE PARTICULAR CRISIS SHOULD BE MET AT THE LOWEST AND MOST IMMEDIATE LEVEL: HOWEVER, OUTSIDE HELP SHOULD BE REQUESTED BEFORE THE PROBLEM BECOMES OVERWHELMING.
- o VOLUNTARY RESPONSE SHOULD BE SOUGHT AND EMPHASIZED AS BEING A MUCH MORE DESIRABLE SOLUTION THAN MANDATORY OR COERCIVE PROGRAMS.
- o EMERGENCY POWERS SHOULD BE PROVIDED TO THE CHIEF EXECUTIVE BUT SHOULD BE EMPLOYED ONLY AFTER THE MOST CAREFUL CONSIDERATION. WHEN EMPLOYED, SUCH POWERS SHOULD BE USED DECISIVELY AND ENFORCED EQUITABLY.

(TR. 2 OFF).

RELATIONSHIP TO OTHER EMERGENCY PREPAREDNESS PROGRAMS -- IT HAS ALWAYS BEEN AN AXIOM IN THE WORLD OF PREPAREDNESS PLANNERS THAT PREPAREDNESS EFFORT EXPENDED FOR ONE TYPE OF EMERGENCY OR CRISIS IS TRANSLATABLE IN WHOLE OR PART

TO OTHER TYPES. THIS IS PARTICULARLY TRUE FOR RESOURCE CRISES, SINCE OTHER TYPES OF EMERGENCIES, WHETHER THEY BE NATURAL DISASTER OR WAR-CAUSED, INVARIABLY HAVE AN IMPACT ON RESOURCE AVAILABILITY. RESPONSES PLANNED TO MEET RESOURCE CONTINGENCIES WILL ALSO HAVE APPLICABILITY TO NATIONAL AND WAR-CAUSED DISASTERS.

THESE PRINCIPLES WILL BE ENLARGED UPON AS WE BUILD THE FRAMEWORK FOR RESPONSE TO CONTINGENCIES.

3. ORGANIZING TO COPE WITH CRISIS -- LIKE ANY OTHER UNDERTAKING, THE EFFORT TO MEET AND SOLVE A RESOURCE CRISIS MUST BE ORGANIZED TO THE DEGREE NECESSARY TO INSURE THAT INFORMATION INPUT IS TIMELY AND ADEQUATE: THAT DECISIONS CAN BE MADE: AND THAT THERE IS A MEANS FOR CARRYING OUT THESE DECISIONS AND MONITORING THEIR EFFECT.

THE AVAILABILITY OF RESOURCES IN TERMS OF PERSONNEL AND MONEY WILL DETERMINE THE TYPE ORGANIZATION LOCAL GOVERNMENT CAN DEVELOP. IN GEORGIA, THERE ARE 159 COUNTY AND SOME 500 MUNICIPAL UNITS OF GOVERNMENT. A LARGE NUMBER OF THE COMMUNITIES AND SOME COUNTIES CANNOT ESTABLISH A FULL-SCALE ORGANIZATION TO COPE WITH CRISIS SITUATIONS. THIS IS CERTAINLY TRUE ON A DAY-TO-DAY BASIS. IN MANY INSTANCES SUCH COMMUNITIES MUST DEPEND ON THE SUPPORT OF THEIR AREA PLANNING AND DEVELOPMENT COMMISSION. THIS APPROACH WILL BE DISCUSSED IN THE FOLLOWING PRESENTATION.

IT IS RECOGNIZED THAT EVEN IF A COMMUNITY CAN AFFORD TO DEVELOP A CRISIS MANAGEMENT ORGANIZATION, EACH ORGANIZATION MUST BE DESIGNED TO FIT SPECIFIC COMMUNITY REQUIREMENTS AND RESOURCES. HOWEVER, A BASIC APPROACH CAN BE UTILIZED. THE FOLLOWING DISCUSSION WILL OUTLINE A "MODEL" ORGANIZATION AND DESCRIBE SOME PROCEDURES THAT MAY BE USED.

THE ROLE OF ELECTED OFFICIALS -- THE MAYOR OR COUNTY COMMISSION CHAIRMAN IS THE PRINCIPAL LEADER IN CRISIS SITUATIONS JUST AS HE IS IN DAY-TO-DAY GOVERNMENTAL MATTERS. HIS INITIATIVE AND INFLUENCE IN MEETING THE CRISIS ARE CRITICALLY

IMPORTANT. HE CANNOT, HOWEVER, ALLOW HIMSELF TO BECOME IMMERSED IN THE DETAILS OF CRISIS MANAGEMENT. HE MUST KEEP HIMSELF AVAILABLE TO MAKE THE CRITICAL DECISIONS WHICH WILL GUIDE HIS STAFF. THE DETAILS SHOULD BE ASSIGNED TO A PUBLIC ADMINISTRATOR-TYPE PERSON, WHOM, FOR PURPOSES OF ILLUSTRATION, WE SHALL CALL THE CRISIS MANAGER, AND HIS STAFF.

THE CRISIS MANAGER'S ROLE -- THE CRISIS MANAGER ACTS FOR THE CHIEF EXECUTIVE TO ENSURE THAT HIS DECISIONS ARE CARRIED OUT AND TO PROVIDE HIM WITH THE INFORMATION NECESSARY TO MAKING THESE DECISIONS. HE PRESIDES OVER THE DETAILS ATTENDANT TO THESE FUNCTIONS AND ACTS IN THE CHIEF EXECUTIVE'S BEHALF WHEN NECESSARY. IDEALLY, HE SHOULD BE THE PERSON WHO DIRECTS THE CITY/COUNTY PREPAREDNESS EFFORT ON A DAY-TO-DAY BASIS; HOWEVER, ANY OFFICIAL QUALIFIED TO HANDLE DIFFICULT AND COMPLEX SITUATIONS COULD BE ASSIGNED THE ROLE IN AN EMERGENCY. THE CRISIS MANAGER SHOULD BE SUPPORTED BY A STAFF OF EXPERTS WHO CAN ASSIST HIM IN COORDINATING THE DETAILS OF THE RESPONSE. THIS STAFF SHOULD BE PREDESIGNATED AND BRIEFED ON WHAT IS EXPECTED OF THEM. ACCORDING TO THE TYPE OF CRISIS BEING FACED, ALL OR SELECTED MEMBERS OF THIS PREDESIGNATED STAFF WOULD BE "CALLED TO DUTY."

ADVISORY BODIES -- THE CHIEF EXECUTIVE AND HIS CRISIS MANAGEMENT ORGANIZATION SHOULD BE ASSISTED BY ADVISORY GROUPS OR COMMITTEES TAILORED TO THE PARTICULAR CRISIS AT HAND. AS A MINIMUM, TWO COMMITTEES SHOULD BE ESTABLISHED AT THE ONSET OF THE CRISIS.

RESOURCE CONTINGENCY COMMITTEE--(TR. NO. 3 ON) THIS GROUP WOULD BE MADE UP OF THE TOP LOCAL OFFICIALS WHO ARE MOST DIRECTLY INVOLVED IN PROVIDING COMMUNITY SERVICES DURING THE CRISIS. THIS SHOULD BE A STANDING COMMITTEE WHOSE PRECISE MEMBERSHIP WOULD CHANGE AS REQUIRED BY THE CRISES. SAMPLE MEMBERSHIP IS SHOWN ON THIS SLIDE. EACH COMMITTEE MEMBER WOULD DESIGNATE A MEMBER OF HIS

STAFF TO WORK DIRECTLY WITH THE CRISIS MANAGER. TOGETHER THESE STAFF MEMBERS WOULD ACT AS A GROUP TO ENSURE COORDINATION OF INTERDEPARTMENTAL MATTERS. THEY WOULD ALSO SERVE AS CONTACT POINTS FOR THE PRIVATE SECTOR. (TR. NO. 3 OFF)

RESOURCES ADVISORY BOARD -- (TR. NO. 4 ON) THIS GROUP IS MADE UP OF PERSONS OUTSIDE GOVERNMENT -- BUSINESS, LABOR AND COMMUNITY REPRESENTATIVES OR ANYONE ELSE THE CHIEF EXECUTIVE DESIGNATES. THE GROUP WILL ADVISE THE CHIEF EXECUTIVE AND HIS STAFF ON PLANNED APPROACHES TO THE CRISIS AND WILL SERVE TO CHANNEL THE CHIEF EXECUTIVE'S VIEWS AND THOUGHTS BACK INTO THE COMMUNITY AT LARGE. (TR. NO. 4 OFF).

INTERGOVERNMENTAL RELATIONSHIPS-- CRISIS MANAGEMENT IS NOT A "COMMAND PERFORMANCE" TYPE OF ACTIVITY. SUBORDINATE JURISDICTIONS AND INDIVIDUALS MUST BE GIVEN THE WIDEST LATITUDE TO WORK WITH OTHER JURISDICTIONS AND INTERGOVERNMENTAL LEVELS.

THERE MUST BE A POSITIVE EFFORT TO SET ASIDE CONSTRAINT ON MOVEMENT OF RESOURCES BETWEEN JURISDICTIONS. THERE IS ALSO NEED TO ESTABLISH SINGLE AUTHORITY OR CONTROL OVER RESOURCES AND SERVICES WHERE IT IS MUTUALLY ADVANTAGEOUS IN SERVING REGIONAL NEEDS. THE AREA PLANNING DISTRICTS COULD SERVE A REAL PURPOSE IN THIS EFFORT AND SHOULD TAKE THE INITIATIVE IN EXPOSING THEIR CONSTITUENT COUNTIES/LOCALITIES TO THE CONCEPT.

4. PRE-CRISIS ACTIVITY AND CONTINGENCY PLANNING

SURVEILLANCE ACTIVITY -- THE KEY TO TRULY EFFECTIVE CRISIS RESPONSE IS THE PREVENTION OF TOTAL SURPRISE BY EFFECTIVELY MONITORING, ON A CONTINUING BASIS, THE ECONOMY AS IT CHANGES AND DEVELOPS. THIS CONTINUING FUNCTION IS AIMED AT IDENTIFYING THE POTENTIAL FOR CRISIS AS SOON AS POSSIBLE. IT IS A FUNCTION TAILOR MADE FOR PERFORMANCE AT THE APDC LEVEL. FEW OF THE COUNTIES YOU REPRESENT COULD AFFORD THE ORGANIZATION AND SKILLS NECESSARY TO ESTABLISH EFFECTIVE

MONITORING. I AM INFORMED THAT MANY OF THE NEEDED SKILLS MAY BE LOCATED IN THE APDC'S SINCE MUCH OF THEIR WORK IS OF AN ANALYTICAL NATURE. I LEAVE THIS

PROSPECT WITH YOU. THE DETAILS OF ACCOMPLISHMENT WILL VARY CONSIDERABLY. HOWEVER, THE INDICATORS YOU WILL SEEK ARE SIMILAR. THE FOLLOWING ARE AMONG THEM:

(NOTE: PROVIDE EXAMPLES)

- o PRICE FLUCTUATIONS
- o RESOURCE SHORTAGES
- o STRIKES OR WORK STOPPAGES
- o MARKET DISRUPTIONS
- o HEALTH HAZARDS

CONTINGENCY PLANNING -- LIKE ANY OTHER PLANNING ACTIVITY, CONTINGENCY PLANNING IS DIRECTED TOWARD DEVELOPING APPROACHES AND SOLUTIONS TO A CURRENT OR ANTICIPATED PROBLEM. NO ATTEMPT, HOWEVER, SHOULD BE MADE TO DEVELOP PLANS FOR EVERY RESOURCE CONTINGENCY OR CRISIS THAT MAY POSSIBLY OCCUR.

THE MOST WORTHWHILE EFFORT WOULD BE SPENT IN DEVELOPING A BASIS UPON WHICH SPECIFIC COURSES OF ACTION COULD BE BUILT AT THE ONSET OF A CRISIS. THIS BASIS WOULD NOT BE A PLAN ITSELF, BUT RATHER AN APPRAISAL OF THE COMMUNITY OR REGIONAL VULNERABILITY TO VARIOUS HYPOTHETICAL RESOURCE PROBLEMS. IT WOULD INCLUDE AN ECONOMIC PROFILE OF THE AREA AND A TABULATION OF EXISTING AUTHORITIES (STATUTES AND REGULATIONS) THAT COULD BE APPLIED TO ANY CRISIS SITUATION. IDENTIFICATION OF ANY ADDITIONAL AUTHORITIES WHICH MIGHT BE REQUIRED SHOULD BE MADE IN THIS APPRAISAL.

AS THE CRISIS PROSPECT BECOMES REAL OR NEAR AT HAND MORE DEFINITIVE PLANNING CAN BE ACCOMPLISHED. IN ITS SIMPLEST FORM THE SPECIFIC PLAN MAY CONSIST OF THE FOLLOWING:

- o A STATEMENT OF THE PROBLEM, THREAT OR HAZARD FACED. (ONE PARA.)
- o A BACKGROUND RECAP OF HOW THE PROBLEM AROSE AND WHAT THE CONSEQUENCES

WILL BE IF NOTHING IS DONE. ACTIONS ALREADY TAKEN SHOULD BE SUMMARIZED AND DATA CONCERNING RESOURCES AND INDIVIDUALS INVOLVED SHOULD BE PROVIDED. (1-2 PAGES).

- o A BRIEF SUMMARY OF WHAT THE INVOLVED AGENCIES INTEND TO DO AS POSITIVE STEPS. THIS IS THE MAIN PART OF THE PLAN.
- o A TIMING SEQUENCE WHICH CONSISTS OF A BRIEF LISTING OF KEY EVENTS WHICH, IF THEY OCCUR, WILL SIGNAL THE NEED FOR CERTAIN ACTION.
- o SUPPORTIVE DOCUMENTS WHICH WOULD INCLUDE SUCH THINGS AS:
 - A SCENARIO DESCRIBING THE PROGRESSION OF EVENTS FROM THE RECENT PAST PROJECTED INTO THE FUTURE
 - A MARKET STRUCTURE PROFILE.
 - AN ECONOMIC IMPACT STATEMENT.
 - DRAFTED AND READY-TO USE DOCUMENTS WITH THE GOVERNING BODY WILL IMPLEMENT ITS RESPONSE (E.G., PRESS STATEMENTS, DELEGATIONS/ORDERS, REGULATIONS, OPERATING INSTRUCTIONS, ETC.).

5. CRISIS STAGES AND SAMPLE ACTION STEPS ---- CRISIS AS A PHENOMENON IS CHARACTERIZED BY STAGES OR PHASES. THE PHASES ARE IN TURN CHARACTERIZED BY THE TYPE OF ACTION REQUIRED TO MEET THE PROBLEMS AT HAND.

SURVEILLANCE STAGE -- (TR. NO. 5 ON) THIS PHASE IS BEST DESCRIBED AS A CONTINUING ACTIVITY RATHER THAN A PHASE. AS CRISIS POSSIBILITIES INCREASE, SURVEILLANCE ACTIVITY IS GREATLY INCREASED IN AN EFFORT TO ACQUIRE THE BEST AND MOST COMPLETE INFORMATION ON WHAT COULD OCCUR AND WHAT RESPONSES MIGHT BE NECESSARY. (TR. NO. 5 OFF).

VOLUNTARY RESPONSE STAGE -- AS CRISIS INDICATORS BEGIN TO APPEAR, A QUIET EFFORT SHOULD BE MOUNTED TO ACQUIRE THE COOPERATION OF BUSINESS, INDUSTRY AND NEIGHBORING POLITICAL JURISDICTIONS IN EFFORTS TO FORESTALL OR PREVENT ACTUAL CRISIS BEFORE A CRUCIAL STAGE IS REACHED. THIS IS A TIME FOR WORKING AT THE BASIC CAUSES OF THE IMPENDING EMERGENCY: FOR IMPROVING THE UNDERLYING ECONOMIC SITUATION: FOR SEEKING REDUCTION OF WASTE OR SUGGESTING PUBLIC THRIFT. IT IS ALSO THE TIME FOR READYING MANDATORY MEASURES IF VOLUNTARY EFFORTS PROVE TO BE INEFFECTIVE.

OPERATIONAL STAGE --THIS PHASE IS ENTERED WHEN THE CRISIS IS AT HAND. IT IS THE TIME WHEN THE ACTION OFFICER SHOULD BE ALERTED THAT MANDATORY MEASURES APPEAR TO BE REQUIRED, EMERGENCY COMMITTEES MUST BE CONVENED. ACTION PLANS ARE COMPLETED AND IMPLEMENTATION IS BEGUN.

GOVERNMENTAL STEPS DURING CRISIS STAGES -- LET'S GO BACK A FEW STEPS NOW AND LOOK AT SOME OF THE MORE SPECIFIC THINGS GOVERNMENTS SHOULD BE UNDERWRITING OR DOING AS THE CRISIS DEVELOPS.

ACTIONS DURING THE SURVEILLANCE STAGE

VOLUNTARY RESPONSE SOLICITATION (TR. NO. 6 ON) -- AS NOTED EARLIER, VOLUNTARY COOPERATION FROM ALL ELEMENTS OF THE COMMUNITY IS SOLICITED TO FORESTALL OR PREVENT A CRISIS FROM DEVELOPING. THIS VOLUNTARY RESPONSE IS SOLICITED BY BOTH PUBLICLY ANNOUNCED AND PRIVATE APPEALS. IN THIS EFFORT, THE INFLUENCE OF THE CHIEF EXECUTIVE IS EXTREMELY IMPORTANT. BUSINESS AND INDUSTRY ARE NOT INSENSITIVE TO THE NEEDS OF THE PUBLIC. WHEN THESE NEEDS ARE REPRESENTED BY THE CHIEF ELECTED OFFICIAL, BUSINESS WILL USUALLY REDOUBLE ITS EFFORTS TO FIND SOLUTIONS. A CONFERENCE OF BUSINESS LEADERS IS THE APPROPRIATE FORUM FOR MAKING THE APPEAL THAT BUSINESS SEEK MUTUALLY BENEFICIAL MEANS OF RELIEVING LOCAL SHORTAGES. REDISTRIBUTION OF RESOURCES IS ONE OF THE PRIME MEANS OF ACCOMPLISHING

THIS. ON GOVERNMENT'S PART, THE RELAXATION OF ANY RESTRICTION TO THIS REDISTRIBUTION OR MUTUAL SUPPORT MAY BE NECESSARY. SINCE MANY OF THESE RESTRICTIONS ARE IMPOSED AT THE STATE AND FEDERAL LEVELS, A SPECIAL APPEAL BY LOCAL AUTHORITIES TO THOSE LEVELS MAY BE NECESSARY.

THE PUBLIC AT LARGE IS BEST APPROACHED BY THEIR ELECTED LEADER. CONSERVATION AND ELIMINATION OF WASTE ARE THE TWO BIGGEST EFFORTS FOR WHICH PUBLIC SUPPORT IS SOUGHT. CONSUMER SELF-INTEREST MUST BE EXPLOITED BY CONTINUOUS AND FACTUAL PUBLIC INFORMATION PROGRAMS. IN ALL EFFORTS TO SEEK COMMUNITY COOPERATION, GOVERNMENT MUST SERVE AS THE MODEL OF WHAT CAN BE DONE. IN ADDITION, THE VARIOUS AGENCIES OF GOVERNMENT SHOULD PROVIDE THEIR "CONSTITUENTS" IN THE PRIVATE SECTOR WITH GUIDANCE FOR PROMOTING CONSERVATION AND COOPERATION. (TR. NO. 6 OFF).

ACTIONS AS CRISIS BECOMES IMMINENT

MANDATORY RESPONSE PHASE -- IT IS PRESUMPTIOUS TO SPEAK IN TERMS OF LOCAL GOVERNMENT DOING MUCH IN THE WAY OF IMPOSING EFFECTIVE MANDATORY CRISIS RESPONSE MEASURES. VERY FEW REALLY SERIOUS ECONOMIC CRISES ARE RESTRICTED TO JUST ONE COMMUNITY OR POLITICAL JURISDICTION. THE IMPACTS ARE GENERALLY FELT OVER A MUCH LARGER AREA. THE FUEL CRISIS OF 1973-74 IS A GOOD EXAMPLE. WHEN THESE WIDESPREAD CRISES OCCUR, CONCERTED ACTION ON THE PART OF MANY POLITICAL JURISDICTIONS IS NECESSARY. (TR. NO. 7 ON). THE FUN IS OVER AND THE ECONOMIC FABRIC OF LARGE AREAS IS IN JEOPARDY. GOVERNMENT THEN MUST ACT IN A MOST DECISIVE WAY AND EFFECTIVE ACTION IS MOST LIKELY TO COME FROM THE FEDERAL AND STATE LEVELS. AT THIS POINT IN THE PROGRESSION OF THE CRISIS, WE ARE TALKING ABOUT A NEED FOR THE FOLLOWING TYPES OF ACTION:

- o INSTITUTION OF ECONOMIC STABILIZATION PROGRAMS, E.G., MONEY, SUPPLY AND CREDIT CONTROLS: PRICE, WAGE AND SALARY CONTROLS, ETC.
- o IMPOSITION OF FISCAL RESTRAINTS.

- o INSTITUTION OF DIRECT RESOURCE CONTROLS, E.G., ALLOCATION OF SCARCE RESOURCES, RATIONING, PRODUCTION CONTROLS, ETC. (TR. NO. 7 OFF).

IT ISN'T HARD TO SEE THAT SOME OF THESE TYPES OF MEASURES ARE NOT REALLY APPROPRIATE TO THE LOCAL OR REGIONAL LEVEL. WHAT IS MOST IMPORTANT AT THOSE LEVELS IS THAT AUTHORITIES AND SUPPORTING ORGANIZATIONS EXIST THAT CAN ENSURE THAT LIFE AND PROPERTY ARE NOT NECESSARILY AFFECTED BY THE CRISIS. THE LOCAL GOVERNMENTS MUST ALSO BE PREPARED TO HOLD UP THEIR END OF ANY STATE OR NATIONAL PROGRAMS INSTITUTED TO COPE WITH THE CRISIS. SUCH PREPARATION IS A FUNCTION OF AWARENESS OF THE DEVELOPING CRISIS AND ITS LOCAL IMPACT.

SUMMARY

THE SPECIFIC ROLE OF LOCAL GOVERNMENT IN THIS CRISIS PREPAREDNESS AND RESPONSE SCHEME IS NOT CRYSTAL CLEAR. YOU ALONE KNOW WHAT PRIVILEGES YOU ENJOY AND WHAT PREROGATIVE YOU HAVE. LET ME PROPOSE, THOUGH, THAT YOU HAVE THE FOLLOWING ROLE:

KNOW YOUR OWN ECONOMIC SCENE THOROUGHLY AND IN DETAIL. TO KNOW WHERE YOUR MFG INPUT COMES FROM AND WHAT FACTORS INFLUENCE ITS SUPPLY. TO KNOW WHERE YOUR PRODUCT GOES AND WHAT FACTORS INFLUENCE SALES/DEMAND. TO MONITOR COMMERCE IN ORDER TO GAIN EARLY INSIGHT INTO MARKET PROBLEMS. TO DEVELOP ALTERNATIVE SCHEMES FOR CIRCUMVENTING PROBLEMS IN THE MARKET. TO ASSIST IN DEVELOPMENT OF NEW MARKETS. TO PROVIDE A NEAR PERFECT KNOWLEDGE OF THE MARKET PLACE AS POSSIBLE TO CONSTITUENTS. TO REPRESENT YOUR CONSTITUENTS IN THE FORUMS MAKING POLICY REGARDING RESPONSE TO WIDESPREAD DEVELOPING CRISIS. TO ADVISE YOUR CONSTITUENTS AS TO THE LOGICAL STEPS TO BE TAKEN TO SOFTEN THE CRISIS IMPACT OR TO PREVENT IT FROM RECURRING. TO PROVIDE A REGIONAL FRAMEWORK FOR COORDINATED RESPONSE AND THE STAFF TO SUPPORT THE VARIOUS COUNTY, LOCAL AND REGIONAL EMERGENCY COMMITTEES.

CRISIS MANAGEMENT
A VIEW FROM THE NATIONAL LEVEL

ooo THE MEANS BY WHICH GOVERNMENT, IN COOPERATION WITH
PRIVATE BUSINESS AND OTHER INSTITUTIONS OF SOCIETY,
IDENTIFIES
PREPARES FOR AND
RESPONDS TO
SITUATIONS OF SHORTAGES OF VITAL RESOURCES TO THE
INTERRUPTION OF VITAL SERVICES WHICH POSE A THREAT
TO THE LIFE, SAFETY, HEALTH, AND WELL-BEING OF THE
PEOPLE.

PRINCIPLES OF CRISIS MANAGEMENT

- o USE EXISTING ORGANIZATIONS AND INSTITUTIONS
- o MEET A PARTICULAR CRISIS AT THE LOWEST AND MOST IMMEDIATE LEVEL
- o MAINTAIN COMMUNICATIONS WITH HIGHER LEVELS AND REQUEST ASSISTANCE WHEN NEEDED
- o USE VOLUNTARY MEANS TO SOLVE A PROBLEM WHENEVER POSSIBLE
- o HAVE EMERGENCY POWERS AVAILABLE FOR THE CHIEF EXECUTIVE

EXAMPLE MEMBERSHIP
FOR
RESOURCE CONTINGENCY COMMITTEE

- o CHIEF LEGAL OR LAW ENFORCEMENT OFFICIAL
- o CITY/COUNTY ENGINEER
- o TAX COMMISSIONER
- o HIGHWAY ENGINEER
- o ASCS COMMITTEE CHAIRMAN
- o PUBLIC HEALTH ADMINISTRATOR
- o WELFARE ADMINISTRATOR
- o OTHERS CONCERNED WITH VITAL RESOURCES/SERVICES

EXAMPLE MEMBERSHIP
FOR
RESOURCES ADVISORY BOARD

REPRESENTATIVES FROM:

- o THE FINANCIAL COMMUNITY
- o PRIVATE UTILITIES
- o TRANSPORTATION INDUSTRY
- o BUSINESS ASSOCIATIONS
- o AGRICULTURAL SECTOR
- o PROFESSIONS
- o LABOR AND CIVIL ORGANIZATIONS

SURVEILLANCE - IN PREPARATION FOR CRISIS

- o GET FACTS ON THE SITUATION
- o ANALYZE DEVELOPING CONDITIONS
- o TAKE MEASURES TO GET AT CAUSES OF TROUBLE
- o DRAFT CONTINGENCY PLANS AS NECESSARY

ACTIONS TO FORESTALL CRISIS

- APPEALS TO INDUSTRY AND BUSINESS (TO INCREASE SUPPLY, CONSERVE, REDISTRIBUTE RESOURCES, ETC.
- APPEALS TO PUBLIC (TO AVOID WASTE AND TO CONSERVE)
- REMOVE GOVERNMENTAL RESTRICTIONS.
- GOVERNMENT ACTS AS MODEL IN CONSERVATION, WASTE ABATEMENT, ETC.

OPERATION (OR MANDATORY) RESPONSE - TO MEET THE CRISIS

A. INITIATING ACTIONS

- o ALERT ACTION OFFICES; CONFIRM EMERGENCY ASSIGNMENTS
- o CONVENE EMERGENCY COMMITTEE; INFORM OTHER JURISDICTIONS
- o SECURE EMERGENCY LEGISLATION
- o COMPLETE ACTION PLAN AND PROMULGATE IT

B. ACTIONS TO MEET CRISIS

- o EXECUTIVE DECLARATION AND PUBLIC ANNOUNCEMENTS
- o CONTINUE AND REENFORCE INDIRECT MEASURES
- o INSTITUTE CONTROLS OVER SUPPLY AND DISTRIBUTION; PRIORITIES AND ALLOCATIONS, AND PROVIDE FOR THEIR ENFORCEMENT
- o INSTITUTE, IF AND WHEN REQUIRED BY THE SITUATION, DIRECT CONTROLS INCLUDING CONSUMER RATIONING

USING YOUR APDC IN THE MANAGEMENT OF RESOURCE CRISES

PRESENTATION MANUSCRIPT

INTRODUCTION

1. GAIN ATTENTION -- ONE OF THE CHARACTERISTIC SYMPTOMS OF FAILURE IN GOVERNMENT IS ITS TENDENCY NOT TO CONSIDER A PROBLEM ADEQUATELY UNTIL IT HAS ASSUMED CRISIS PROPORTION, THEN TO RESPOND TO THE CRISIS ON AN AD HOC BASIS. SEPARATE CRISES ARE DEALT WITH INDIVIDUALLY AND RESPONSES ARE DEVELOPED AS INDEPENDENT, ADDITIVE ACTIONS. GOVERNMENTAL SYSTEMS, AND THE ECONOMY IN GENERAL, ARE TOO INTERDEPENDENT TO BE DEALT WITH UNDER SUCH A PHILOSOPHY. ALL LEVELS OF GOVERNMENT ARE "UNDER FIRE" BY THE GENERAL PUBLIC: WHAT CAN LOCAL LEADERSHIP DO NOW TO BEGIN CHANGING THE ORDINARY CITIZEN'S ATTITUDE TOWARDS HIS GOVERNMENT?

IF WE ARE TO COPE SUCCESSFULLY WITH THE COMPLEX AND INTERRELATED PROBLEMS OF THE 20TH CENTURY, IT IS IMPERATIVE THAT WE BOTH IMPROVE THE CAPACITY OF GOVERNMENT TO LOOK INTO THE FUTURE, ANTICIPATING PROBLEMS INSTEAD OF MERELY RE-ACTING TO THEM, AND ALSO THE ABILITY OF GOVERNMENT TO THINK COMPREHENSIVELY WHEN PREPARING TO MAKE POLICY CHOICES.

2. MOTIVATE -- WHILE RECOGNIZING THAT MOST GOVERNMENTS' CAPABILITIES EXTEND ONLY TO HANDLING DAY-TO-DAY SITUATIONS AND RESPONDING TO CRISIS SITUATIONS ON DEMAND, THE POSSIBILITY EXISTS THAT LOCAL GOVERNMENTS CAN IMPROVE AND INCREASE THEIR CAPABILITY TO FORECAST AND HANDLE SITUATIONS WHICH COULD RESULT IN A CRISIS BY FURTHER UTILIZING THE CAPABILITY OF THEIR APDC'S. LOCAL GOVERNMENTS MAY HAVE CAPABILITIES THAT THEY ARE NOT UTILIZING.

3. STATE PURPOSE AND MAIN IDEAS -- FORECASTING NEEDS AND CONDITIONS IS A FUNDAMENTAL ASPECT OF THE PLANNING PROCESS. PUBLIC OFFICIALS AND THEIR PLANNERS MAY NOT BE ABLE TO ESTIMATE PRECISELY WHAT IS GOING TO TAKE PLACE, BUT BY THINKING AHEAD, BY MAKING BETTER USE OF WHAT IS KNOWN, THEY ARE ALWAYS BETTER PREPARED

FOR EVENTUALITIES WHICH MAY OCCUR THAN THEY WOULD BE OTHERWISE. THE PLANNING PROCESS, IN FACT, MAY RESULT IN MORE THAN ONE PLAN -- ONE FOR "NORMAL" CONDITIONS AND ANOTHER, LIKE A SPARE TIRE, FOR EMERGENCY CONDITIONS. BOTH ARE PROPER AND WIDELY USED. THE PURPOSE OF THIS SEGMENT OF THE CONFERENCE-SEMINAR IS TO DISCUSS WITH YOU APPROACHES FOR USING YOUR APDC TO ASSIST YOUR GOVERNMENT IN PREPARING FOR AND MANAGING CRISES SITUATIONS. WE SHALL FIRST DISCUSS PREMISES ON WHICH SUCH ASSISTANCE CAN BE PROVIDED. THEN WE SHALL OUTLINE APPROACHES FOR PROGRAM DESIGN, PROGRAM PLANNING, AND OPERATIONS DURING A CRISIS PERIOD.

TRANSITION -- BEFORE GETTING INTO THE DETAILS OF APDC ASSISTANCE, LET US PAUSE FOR A MOMENT TO CONSIDER THE IMPORTANCE OF OUR CONCERNS HERE TODAY. THERE CAN BE NO QUESTION ABOUT THE FACT THAT IF LOCAL GOVERNMENTS ARE TO SURVIVE ECONOMIES WHICH PROVIDE TAX SUPPORT MUST BE MAINTAINED AND IMPROVED. IMPROVING PRODUCTIVITY IN LOCAL GOVERNMENT MAY DO LITTLE GOOD IF TAX FUNDS ARE NOT AVAILABLE TO SUPPORT BASIC GOVERNMENT FUNCTIONS. WHILE GOVERNMENTAL FUNCTIONS AND PRIVATE ENTERPRISE ARE SOMEWHAT INTERRELATED DURING NON-CRISIS PERIODS, THEY BECOME EXTREMELY INTERRELATED DURING PERIODS OF CRISIS. THUS WE ARE NOT ONLY CONCERNED WITH INTRAGOVERNMENTAL PROBLEMS AS RELATED TO A SINGLE GOVERNMENT, BUT WE ARE ALSO CONCERNED WITH GOVERNMENT'S RELATIONSHIP WITH ITS ECONOMIC ENVIRONMENT AND WITH OTHER LEVELS OF GOVERNMENT.

BODY

1. PREMISES -- WHEN CONSIDERING THE MATTER OF DESIGNING AND IMPLEMENTING A PLAN FOR RESOURCE CRISIS MANAGEMENT INVOLVING LOCAL GOVERNMENTS AND THEIR APDCS, THERE SHOULD BE CONSENSUS ON CERTAIN PREMISES. FOR EXAMPLE:

- o CRISIS MANAGEMENT PLANS CAN NEVER BE COMPLETE AND ABSOLUTE. WE CAN NEVER IDENTIFY ALL POSSIBLE CRISIS SITUATIONS, DEFINE ALL PARAMETERS OR PROPOSE SOLUTIONS TO ALL POSSIBLE PROBLEMS.

o ALL CRISES ARE NOT ALWAYS DISASTERS ALTHOUGH DISASTERS ARE ALWAYS CRISES. WE KNOW THAT CRISIS SITUATIONS THAT ARE NOT WELL HANDLED ARE LIKELY TO BECOME DISASTERS.

o SITUATIONS THAT MAY VARY FROM THE NORM MAY DEGENERATE INTO CRISES SITUATIONS UNLESS APPROPRIATE ACTIONS ARE TAKEN.

o CRISIS MANAGEMENT PLANNING AND/OR SITUATIONAL PREPARATION IS NOTHING MORE THAN GOOD COMMON SENSE BASED UPON A CONTINUING MONITORING OF TRENDS COUPLED WITH A KNOWLEDGABLE ANALYSIS OF POTENTIAL IMPACT OF THOSE TRENDS IF THEY SHOULD BE ALLOWED TO CONTINUE.

o ECONOMIC FACTORS AS WELL AS OTHER FACTORS DO NOT FOLLOW GOVERNMENTAL BOUNDARIES. THUS RESOURCE PROBLEMS ARE APT TO BE AREA-WIDE REQUIRING THE COLLECTIVE EFFORTS OF SEVERAL GOVERNMENTS, RATHER THAN ACTION BY ONE ISOLATED GOVERNMENT.

o APDC'S ARE, IN MOST AREAS, THE ORGANIZATIONS MOST LIKELY TO BE EQUIPPED WITH A STAFF TRAINED TO: MONITOR TRENDS, ANALYSE DATA WITH WHICH TO ASSESS, UTILIZE KNOWLEDGE OF POTENTIAL HAZARDS TO LOCAL GOVERNMENTS, AND IDENTIFY ALTERNATIVES FOR CONSIDERATION BY THE DECISION MAKERS

IN SUMMARY, THE BASIC CONSIDERATIONS INVOLVED IN RESOURCE CRISIS MANAGEMENT ARE ILLUSTRATED IN THIS TRANSPARENT (TR. NO. 1 ON-OFF).

2. PROGRAM DESIGN -- IN THE PREVIOUS PERIOD WE OUTLINED AND DISCUSSED A "MODEL" APPROACH TO PROGRAM DESIGN FOR RESOURCE CRISIS MANAGEMENT. THE MODEL WE DISCUSSED IS SOMEWHAT THEORETICAL AND IS PROBABLY TOO STRUCTURED FOR USE IN MOST NONMETRO GOVERNMENTS. HOWEVER, WE BELIEVE THAT THE GENERAL OUTLINE HAS SALIENT POINTS THAT CAN BE APPLIED TO ANY SIZE GOVERNMENT PROVIDED IT HAS A BACK-UP CAPABILITY PROVIDED BY ORGANIZATIONS SUCH AS THE APDC'S. AT THIS POINT, LET US CONSIDER SOME OF THE FACTORS INVOLVED IN A "DOWN-TO-EARTH" APPROACH. (TR. NO. 2 ON).

A COMMITMENT -- UNLESS LOCAL OFFICIALS FEEL A COMMITMENT TO THE IDEA OF RESOURCE CRISES MANAGEMENT, OR AT LEAST TO RECONIZE THAT SUCH PROBLEMS MAY EXIST, THERE IS NO NEED TO BOTHER WITH DEVELOPING A PROGRAM DESIGN. HOWEVER, THIS DOES NOT MEAN THAT ALL PUBLIC OFFICIALS IN A LOCALITY NEED BE ADVOCATES. BECAUSE CONDITIONS AND FACTORS THAT CAUSE RESOURCE CRISES DO NOT NECESSARILY FOLLOW POLITICAL BOUNDARIES, ORGANIZATIONS SUCH AS THE APCD'S CAN USEFULLY SERVE THEIR AREA WITHOUT A TOTAL COMMITMENT OF ALL PUBLIC OFFICIALS. HOWEVER, A SUCCESSFUL PROGRAM DOES DEMANT A TOTAL COMMITMENT IN THE LONG-RUN.

ROLES -- LOCAL ELECTED OFFICIALS ARE THE DECISION MAKERS AND ACTION AGENCIES AT THE LOCAL LEVEL. THE APDC BOARD AND ITS STAFF RESPOND TO LOCAL NEEDS AND POLICIES OF THE APDC SHOULD REFLECT THESE NEEDS. HOWEVER, THE APDC STAFF DOES HAVE AN OBLIGATION TO PROVIDE PUBLIC OFFICIALS, ON REQUEST, ALTERNATIVE SOLUTIONS TO IDENTIFIED PROBLEMS. IN THE MATTER OF RESOURCE CRISES MANAGEMENT, THE APDC MAY BE THE AGENCY THAT FIRST IDENTIFIES POTENTIAL PROBLEMS THAT LOCAL OFFICIALS MAY ENCOUNTER. WITH RESPECT TO THE APDC ROLE IN CONTINGENCY PLANNING FOR RESOURCE CRISES MANAGEMENT, HERE ARE A FEW IDEAS THAT THE APDC'S AND LOCAL OFFICIALS SHOULD CONSIDER.

DEFINING POTENTIAL CRISES IN BROAD TERMS -- FIRST OFF, LET US NOT USE CONTINGENCY PLANNING AS A PIECE OF PAPER ON WHICH WE HAVE PLACED A GREAT PLAN WHICH WE WILL USE IN TIMES OF EMERGENCY. EMERGENCY OR CONTINGENCY PLANS ARE THOSE PLANS INTENDED FOR USE IN CIRCUMSTANCES NOT COMPLETELY FORSEEN. USUALLY SUCH CIRCUMSTANCES ARE DEPENDENT ON OR CONDITIONED BY A CHANCE OCCURRENCE ARISING OUTSIDE THE PLANNING ENVIRONMENT. IN A RESTRICTED SENSE, EMERGENCY PLANS FOR OCCURRENCE SUCH AS AN ICE STORM CAN BE DEvised. THESE ARE MORE OF A STAND-ING OPERATIONS PLAN IN WHICH WE CAN FORSEE SPECIFIC ACTIONS THAT CAN BE TAKEN SHOULD A SPECIFIC EVENT TAKE PLACE. EXPERIENCE HAS TAUGHT WHAT COULD HAPPEN AND WE GENERALLY KNOW WHAT CAPABILITIES WILL BE AT HAND TO COPE WITH THE PROBLEM.

THE ONLY THING THAT WE REALLY DON'T KNOW IS WHETHER THE EVENT WILL HAPPEN, OR WHEN.

WHILE OUR CONTINGENCY PLANNING CONCEPT SHOULD INCLUDE THESE "EMERGENCY" TYPE PLANS, WE ARE CONCERNED ALSO WITH CIRCUMSTANCES THAT MAY ARISE WITH WHICH WE HAVE LESS KNOWLEDGE THAN THE POSSIBILITY OF AN ICE STORM. IN THIS CONNECTION WE MUST ALSO RECOGNIZE THAT WE CANNOT FORMALLY PLAN FOR ALL POSSIBLE ADVERSE OCCURRENCES. THUS, IN THE FINAL ANALYSIS, THE FORMAL PLANNING FOR CRISES, MUST BE BASED ON A CONCEPT OF SITUATIONAL ANALYSIS WHICH LIKE RADAR PICKS UP IN-COMING "BOGIE", IDENTIFIES THEM AND THEN APPROPRIATE PLANNING ACTION IS TAKEN TO HANDLE THE SITUATION.

SITUATIONAL ANALYSIS CONDUCTED BY THE APDC'S FOR THEIR CLIENT GOVERNMENTS CAN IDENTIFY VULNERABLE AREAS OR CONDITIONS ON WHICH SURVEILLANCE MUST BE MAINTAINED. FOR EXAMPLE, IN SOME AGRICULTURAL REGIONS, INFORMATION INDICATING THAT PEANUT ALLOTMENTS CANNOT BE RENTED, MIGHT BE AN INDICATOR OF POSSIBLE TROUBLE; OR THE POSSIBILITY OF THE INTERRUPTION OF THE NATURAL GAS SUPPLY COULD RESULT IN A NEED FOR IMMEDIATE CONTINGENCY PLANNING TO FORSTALL A CRISIS IN THE AREA. SOMETIMES, IT MAY BE POSSIBLE TO MAKE SOME PRELIMINARY PLANS BASED ON THE POSSIBILITY OF AN EVENT OCCURRING. FOR EXAMPLE, WE KNOW THAT THERE ARE STAND-BY PLANS FOR GASOLINE RATIONING. WHILE PRECISE PLANS CANNOT BE DEvised, AT LEAST SOME ASSESSMENT OF ACTIONS THAT SHOULD BE TAKEN IN THE AREA CAN BE MADE.

(TR. NO. 2 OFF).

DEFINING LOCAL IMPACTS OF RESOURCE SHORTAGES -- (TR. NO. 3 ON) AREA-WIDE SITUATIONAL ANALYSIS SHOULD GIVE SOME INDICATIONS OF POSSIBLE EVENTS THAT COULD HAVE MAXIMUM ADVERSE EFFECTS ON LOCALITIES AND THE AREA. FOR EXAMPLE, NOW IN CERTAIN AREAS IN NORTH CAROLINA, THE DISTRIBUTION OF NATURAL GAS IS BEING CURTAILED. AT PRESENT THE MAJOR EFFECT IS BEING FELT IN THE INDUSTRIAL SECTOR.

SOME OF THE IMPACTS ARE AS FOLLOW:

- o INDUSTRY SHUTS DOWN FOR LONG PERIODS OF TIME
 - INDUSTRY LOOSES MONEY
 - WORKERS LOOSE MONEY
 - STORES LOOSE SALES AND MONEY
 - GOVERNMENTS LOOSE TAX REVENUES
 - WORKERS STAY HOME AND USE GAS STAYING WARM

WITH FURTHER CURTAILMENT OF NATURAL GAS --

- o SCHOOLS CLOSE DOWN
 - EDUCATION PROCESS DISRUPTED
 - PROBABLE ADDITIONAL COST BY EXTENDING SCHOOL YEAR
- o IF CITY OWNS GAS DISTRIBUTION SYSTEM
 - CITY LOOSES INCOME
 - TAXES MAY HAVE TO BE INCREASED
- o IF GAS IS CURTAILED TO CITY
 - CITY MAY HAVE TO SHUT DOWN INCINERATOR IF GAS FIRED
 - DEMAND ON TRANSPORTATION SYSTEMS TO PROVIDE ALTERNATE SOLID WASTE DISPOSAL (MAKING UNUSUAL DEMAND FOR ANOTHER FUEL)
 - COULD REDUCE PICK-UP FREQUENCY
 - COULD RESULT IN UNUSUAL LOADING OF ELECTRICAL SYSTEM
LOSS OF ELECTRICAL SERVICE AS EQUIPMENT BECOMES OVERLOADED
 - DEMAND FOR ADDITIONAL MANPOWER IN ELECTRICAL DEPARTMENT IF CITY HAS ITS OWN DISTRIBUTION SYSTEM
 - POSSIBLE DEPLETION OF ELECTRICAL MAINTENANCE INVENTORY.

THE FOREGOING ARE JUST A FEW THINGS THAT CAN BE CONSIDERED WHEN DEFINING LOCAL IMPACTS. AGAIN WE WANT TO STRESS THAT THE COSTS OF NOT PREPARING FOR RESOURCES SHORTAGES CAN RESULT IN:

- o INCREASED OPERATING COSTS
- o SOCIAL COSTS TO THE CITIZEN
- o POLITICAL COST TO LEADERSHIP

WE WILL EXAMINE THESE COSTS IN SOMEWHAT MORE DETAIL LATER, NOW LET US TURN TO PLANNING ACTIONS THAT CAN BE UNDERTAKEN. (TR. NO. 3 OFF)

3. THE PLANNING PROCESS -- SINCE MOST OF YOU HAVE BEEN ASSOCIATED WITH YOUR APDC FOR SOME TIME, YOU ARE QUITE AWARE THAT THE APDC IS ESSENTIALLY YOUR PLANNING AND DEVELOPMENT AGENCY. I BELIEVE THAT YOU KNOW THAT MOST MUNICIPAL AND COUNTY GOVERNMENTS DO NOT MAINTAIN PLANNING STAFFS THAT CAN FURNISH FULL-PLANNING SERVICE TO THEIR COMMUNITIES. SO YOU MUST LOOK TO YOUR APDC.

AS WAS MENTIONED EARLIER, CRISES MANAGEMENT PLANNING AND/OR SITUATIONAL PREPARATIONS IS NOTHING MORE THAN GOOD COMMON SENSE BASED UPON CONTINUING MONITORING OF TRENDS COUPLED WITH A KNOWLEDGEABLE ANALYSIS OF THE POTENTIAL IMPACT OF THOSE TRENDS SHOULD THEY BE ALLOWED TO CONTINUE. THE APDC'S ARE, IN MOST AREAS, THE ORGANIZATIONS MOST LIKELY TO BE EQUIPPED WITH STAFF TO MONITOR TRENDS, A NUMBER OF THE APDC'S HAVE A STAFF CAPABILITY AND THE DATA REQUIRED TO ANALYZE THE POSSIBLE IMPACT OF ENERGY SHORTAGES ON LOCAL GOVERNMENT OPERATIONS. MOST APDC'S ARE ABLE TO PROVIDE LOCAL ELECTED OFFICIALS AND PUBLIC ADMINISTRATORS WITH POSSIBLE ALTERNATIVE ACTIONS THAT CAN BE TAKEN IN CRISIS MANAGEMENT.

OBVIOUSLY, EACH APDC STAFF WILL CONDUCT ITS PLANNING IN A MANNER BEST SUITED TO ITS ENVIRONMENT. TO A GREAT EXTENT, THE PLANNING WILL BE RESPONSIVE TO THE DEMANDS PLACED ON THE STAFF BY LOCAL OFFICIALS THROUGH THE APDC BOARD OF DIRECTORS. THE FOLLOWING ACTIONS INCLUDE SOME OF THE WORK THAT ALMOST ANY APDC STAFF CAN UNDERTAKE: (TR. NO. 4 ON)

- o CONDITION EACH STAFF MEMBER TO A REFLEX RESPONSE TO CRISIS DEVELOPMENT IN HIS FIELD OF ACTIVITY IN THE COMMUNITY AND AREA

- o IN COOPERATION WITH LOCAL OFFICIALS, DETERMINE THOSE FACTORS AND CONDITIONS LOCAL GOVERNMENTS OR GROUPS CAN INFLUENCE -- IDENTIFY THE "PRESSURE POINTS"
- o APDC STAFFS - INDIVIDUALLY AND COLLECTIVELY - GRADUALLY DEVELOP A PORTFOLIO OF INFORMATION AND DATA THAT CAN BE USED IN RESOURCE CRISES MANAGEMENT
- o DEVELOP SPECIFIC ALTERNATIVES AND ACTIONS THAT MAY BE PROPOSED TO MEMBER GOVERNMENTS
- o CONTINUE TO BUILD A FILE OF RELIVANT DATA AND DEVELOP WITH OFFICIALS A SET OF PROPOSED COURSES OF ACTION THEY MAY WISH TO UNDERTAKE IN CASE A PRESUMED SITUATION ACTUALLY DEVELOPS.
- o APDC STAFFS SHOULD KNOW THE ECONOMIC VUNERABILITY OF ITS AREA TO CRISES
- o ASSIST LOCAL GOVERNMENTS AND OTHERS BY USING ON-BOARD PROFESSIONALS IN ADVISORY AND SUPPORTING ROLES (TR. NO. 4 OFF)

IN SUMMARY, THIS KIND OF PLANNING ACTION IS MORE SENSITIVE TO DAY-TO-DAY SITUATIONAL ANALYSIS AND TO THE ABILITY OF THE PLANNERS AND ADMINISTRATORS TO 'SENSE' UNFORSEEN SITUATIONS, THAN THE LONG-RANGE PLANNING MOST APDC'S HAVE BEEN INVOLVED IN OVER THE PAST 10 YEARS. THIS IS NOT THE TYPE PLANNING THAT SHOULD BE PREPARED AND PLACED ON THE SHELF. NOT ONLY IS THE PLANNING PHILOSOPHY SOME - WHAT DIFFERENT, THE IMPLEMENTATION OF THE PLANNING REQUIRES A DIFFERENT APPROACH.

4. THE EARLY WARNING SYSTEM -- AN EFFECTIVE CRISIS MANAGEMENT SYSTEM MUST HAVE AN EARLY WARNING ELEMENT BUILT INTO THE SYSTEM. SOME CONSIDERATIONS INVOLVED ARE: (TR. NO. 5 ON).

- o KNOWLEDGE OF A COMMUNITY'S VULNERABILITY TO FORCES AND EVENTS THAT OCCUR OUTSIDE THE AREA OR EVENTS THAT CANNOT BE FORESEEN IS THE ESSENTIAL ELEMENT IN THE EARLY WARNING SYSTEM

- o MONITORING INVOLVES A COMPARISON OF EVENTS THAT MAY OCCUR EITHER IN OR OUTSIDE THE AREA WITH THE AREA'S VULNERABLE OR PRESSURE POINTS
- o THE COMPARISON PHASE INVOLVES THE ANALYSIS OF DATA AND THE ASSESSMENT OF POSSIBLE IMPACTS ON THE COMMUNITY
- o THE EARLY WARNING SYSTEM MUST PROVIDE A MECHANISM FOR ALERTING DECISION MAKERS AND PROVIDING ALTERNATIVE COURSES OF ACTION OR CONTINGENCY PLANS INTO OPERATION
- o LOCAL AND AREA EARLY WARNING SYSTEMS MUST BE NETWORKED WITH STATE AND NATIONAL AGENCIES -- IT IS EASIER FOR THE STATE TO NETWORK WITH 18 APDC'S THAN 159 COUNTY AND 500 MUNICIPAL UNITS (TR. NO. 5 OFF)

5. IMPLEMENTATION -- PERHAPS THE DIFFERENCE OF IMPLEMENTING "NORMAL" PLANS AND CONTINGENCY PLANS IS SOMEWHAT LIKE FLYING AND NAVIGATING AN AIRCRAFT. IT IS NOW POSSIBLE FOR AN AIRCRAFT TO TAKE-OFF, FLY TO ITS DESTINATION AND LAND WITHOUT THE PILOT EXERCISING ANY DIRECT ACTION ON THE AIRCRAFT ITSELF. ALL DIRECTION OF THE AIRCRAFT IS ACCOMPLISHED THROUGH COMPUTATIONAL-NAVIGATION DEVICES ON THE AIRCRAFT AND INPUTS FROM EXTERNAL SOURCES. IF OUR PLANNING ENVIRONMENT WERE PERFECT, AND WE KNEW HOW TO IMPLEMENT OUR PLANS PRECISELY, PERHAPS WE COULD IMPLEMENT OUR LONG-RANGE PLANS PERFECTLY. HOWEVER, OUR PLANNERS AND OUR GOVERNMENTS ARE NOT EQUIPPED TO AUTOMATICALLY IMPLEMENT OUR PLANS. RATHER, IT IS MORE LIKE FLYING BY THE "SEAT OF YOUR PANTS". CONTINGENCY TYPE PLANNING REQUIRES THAT THE PLANNER AND ADMINISTRATOR FLY "VISUAL" AND BE PREPARED TO IMPLEMENT PLANS ON A DAY-TO-DAY BASIS. THE FOLLOWING ARE SOME OF THE ACTIONS THAT MAY BE UNDERTAKEN BY THE APDC IN CONTINGENCY PLANNING IMPLEMENTATION:

- o ASSIST LOCAL CHIEF EXECUTIVE IN DEVELOPING PROPER LEGAL DOCUMENTS TO ESTABLISH CRISIS MANAGEMENT AND PROCEDURES (FOR SUBMISSION TO LEGAL COUNSEL).

- o ASSIST CHIEF EXECUTIVE IN ANALYZING WHO SHOULD MANAGE WHAT.
- o ASSIGN ONE STAFF MEMBER TO BE ON CALL TO EACH COMMUNITY TO WORK WITH CHIEF EXECUTIVE AND CRISIS MANAGER.
- o ASSIST IN DEVELOPING NOTICES AND SITUATION REPORTS FOR PUBLIC INFORMATION
- o ASSIGN ONE STAFF MEMBER TO BE AVAILABLE AT APDC TO PROVIDE COMMUNICATIONS AND TO ASSIST IN UTILIZING FILE MATERIAL THAT SHOULD BE KEPT CENTRAL.
- o ASSIST IN PREPARING SITUATION UP-DATES.
- o ASSIST IN ASSESSING IMPACT OF PAST ACTIONS, ESTIMATING POSSIBLE FUTURE ACTION.
- o AT END OF CRISIS, RECAP EXPERIENCES, BENEFICIAL ACTION, NON-BENEFICIAL ACTION.

OPPORTUNITY FOR QUESTIONS -- DURING THIS PRESENTATION WE HAVE DISCUSSED WITH YOU THE ROLE APDC'S MAY PLAY IN RESOURCE CRISIS MANAGEMENT. FOR THE NEXT FEW MINUTES, LET US EXPLORE WAYS AND MEANS YOU MAY UTILIZE THE CAPABILITIES OF YOUR APDC BY ANSWERING QUESTIONS YOU MAY HAVE IN MIND.

SUMMARY -- THE THREE PRESENTATIONS WE HAVE MADE HERE TODAY WERE AIMED AT ALERTING LOCAL LEADERSHIP TO THE NEED FOR RESOURCE CRISIS MANAGEMENT. OUR CENTRAL THEME HAS DEALT WITH THE ENERGY SITUATION AND AN APPROACH TO CONTINGENCY PLANNING TO DAMPEN THE EFFECTS OF FUTURE ENERGY CRISIS SITUATIONS. WE HAVE POINTED OUT MEANS WHEREBY LOCAL GOVERNMENTS CAN ORGANIZE TO HANDLE EMERGENCY SITUATIONS. HAVE DISCUSSED WITH YOU THAT YOUR APDC HAS MORE CAPABILITIES THAN MAY BE UTILIZED IN CRISIS SITUATIONS.

BASIC CONSIDERATIONS

- O CRISES MANAGEMENT REQUIRES AN EARLY WARNING SYSTEM
- O ALL CRISES ARE NOT DISASTERS -- ALL DISASTERS INVOLVE A CRISIS
- O CRISES MANAGEMENT IS ESSENTIALLY THE USE OF GOOD SENSE BASED ON CONTINUING MONITORING OF A SITUATION
- O CRISES MANAGEMENT PLANS CAN NEVER BE COMPLETE AND ABSOLUTE
- O ECONOMIC FACTORS DO NOT FOLLOW POLITICAL BOUNDARIES
- O APDCS ARE THE ORGANIZATIONS MOST LIKELY TO BE EQUIPPED WITH A STAFF THAT CAN
 - MONITOR TRENDS
 - ANALYZE DATA
 - ASSESS POSSIBLE IMPACTS
 - DEVELOP ALTERNATE COURSES FOR ACTION FOR ELECTED OFFICIALS
 - FURNISH STAFF BACK-UP TO LOCAL GOVERNMENT ORGANIZATIONS

PROGRAM DESIGN

A COMMITMENT

- O BY LOCAL OFFICIALS
- O BY THE APDC BOARD
- O BY THE APDC STAFF

ROLES

- O LOCAL OFFICIALS
- O PUBLIC ADMINISTRATORS
- O BOARD OF DIRECTORS
- O APDC STAFF

IDENTIFYING AND DEFINING LOCAL AND AREA CRISIS
PRESSURE POINTS

SETTING UP THE EARLY WARNING SYSTEM

OPERATING A COMMON SENSE PROGRAM FITTED TO THE AREA

SIMPLE SITUATIONAL ANALYSIS

PROBLEM: NATURAL GAS DISTRIBUTION CURTAILED

IMPACTS:

INDUSTRIAL SECTOR

- O INDUSTRY LOSES MONEY
- O WORKERS ARE UNEMPLOYED
- O STORES LOSE SALES AND MONEY
- O GOVERNMENT LOSES TAXES
- O WORKERS STAY HOME AND USE GAS

SCHOOL CLOSINGS

- O EDUCATION PROCESS DISRUPTED
- O PROBABLE ADDITIONAL COST BY EXTENDING SCHOOL YEAR
- O CHILDREN HOME USING GAS

CITY OWNED GAS DISTRIBUTION SYSTEM

- O CITY LOSES INCOME
- O TAXES MAY HAVE TO BE INCREASED OR SERVICES CURTAILED

EFFECT ON MUNICIPAL OPERATIONS.

- O CLOSE INCENERATOR IF GAS FIRED
- O INCREASE LOADING OF ELECTRICAL SYSTEMS
- O LOSS OF ELECTRICAL SERVICE AS EQUIPMENT BECOMES OVERLOADED
- O DEMAND FOR ADDITIONAL MANPOWER IN MUNICIPAL ELECTRICAL DISTRIBUTION SYSTEM

SIMPLE APPROACHES APDC STAFF CAN USE IN
RESOURCE CRISIS MANAGEMENT

- O CONDITION EACH STAFF MEMBER TO A REFLEX RESPONSE TO CRISIS DEVELOPMENT IN HIS FIELD OF ACTIVITY IN THE COMMUNITY AND AREA
- O IN COOPERATION AND SUPPORT OF LOCAL OFFICIALS, DETERMINE THOSE FACTORS AND CONDITIONS LOCAL GOVERNMENTS OR GROUPS CAN INFLUENCE -- IDENTIFY THE "PRESSURE POINTS"
- O APDC STAFFS - INDIVIDUALLY AND COLLECTIVELY - GRADUALLY DEVELOP A PORTFOLIO OF INFORMATION AND DATA THAT CAN BE USED IN RESOURCE CRISES MANAGEMENT
- O DEVELOP SPECIFIC ALTERNATIVES AND ACTIONS THAT MAY BE PROPOSED TO MEMBER GOVERNMENTS
- O CONTINUE TO BUILD A FILE OF THESE DATA AND DEVELOP WITH LOCAL GOVERNMENTS A SET OF PROPOSED COURSES OF ACTION THEY MAY WISH TO UNDERTAKE IN CASE A PRESUMED SITUATION ACTUALLY DEVELOPS
- O APDC - KNOW YOUR AREA AND IT'S ECONOMIC VULNERABILITY TO ECONOMIC CRISES
- O ASSIST LOCAL GOVERNMENTS AND OTHERS BY USING ON-BOARD PROFESSIONALS IN ADVISORY AND SUPPORTING ROLES

THE EARLY WARNING SYSTEM

- O KNOWLEDGE OF A COMMUNITY'S VUNERABILITY TO FORCES AND EVENTS THAT OCCUR OUTSIDE THE AREA OR EVENTS THAT CANNOT BE FORESEEN IS THE ESSENTIAL ELEMENT IN THE EARLY WARNING SYSTEM
- O MONITORING INVOLVES A COMPARISON OF EVENTS THAT MAY OCCUR EITHER IN OR OUTSIDE THE AREA WITH THE AREA'S VUNERABLE OR PRESSURE POINTS
- O THE COMPARISON PHASE INVOLVES THE ANALYSIS OF DATA AND THE ASSESSMENT OF POSSIBLE IMPACTS ON THE COMMUNITY
- O THE EARLY WARNING SYSTEM MUST PROVIDE A MECHANISM FOR ALERTING DECISION MAKERS AND PROVIDING ALTERNATIVE COURSES OF ACTION OR CONTINGENCY PLANS INTO OPERATION
- O LOCAL AND AREA EARLY WARNING SYSTEMS MUST BE NETWORKED WITH STATE AND NATIONAL AGENCIES -- IT IS EASIER FOR THE STATE TO NETWORK WITH 18 APDCS THAN 159 COUNTY AND 500 MUNICIPAL UNITS

Appendix E

SEMINAR EVALUATION FORM

CUTTING THE COSTS OF RESOURCE CRISES ON
LOCAL GOVERNMENTS AND THE ECONOMY

Seminar Evaluation

- o Before attending this seminar were you of the opinion that local government should become involved in the management of resource crises as it affected the local community? Yes _____ No _____ If no, why not? _____
- o As a result of attending this seminar, do you believe that local officials should have a capability of identifying, preparing for, and responding to situations of shortages, rapidly escalating costs or the interruption of vital services? Yes _____ No _____ If no, why not? _____
- o Do you feel that your participation in this seminar made you more qualified to carry out your official responsibilities? To a great extent _____ Somewhat _____ No _____
- o Did you find the seminar relevant to the situation in your area? Very relevant _____ To some extent _____ No _____
- o Do you think that you could use the acquired knowledge in your agency and area? Yes _____ No _____
- o What was the level of the seminar?
Too theoretical _____ Good combination of theoretical and practical aspects _____
Inadequate on the theory side _____ Inadequate on the practical side _____
Entirely inadequate _____
- o Did you benefit from the exchange?
a. with lecturers Yes _____ No _____
b. With fellow participants Yes _____ No _____
- o How would you rate the whole seminar, in general?
Excellent _____ Good _____ Poor _____

Other comments:

Appendix F

APDC PROJECT EVALUATIONS



Southwest Georgia

Planning & Development Commission

POST OFFICE BOX 346 - CAMILLA, GEORGIA 31730 - PHONE 912-336-5616 - 5617

April 21, 1977

Mr. Bob Collier
Industrial Development Laboratory
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia 30332

Dear Bob:

On behalf of this APDC and its local governments and all of the area planning commissions in the State of Georgia we want to commend you for the effort that your office extended during this past year in bringing to all of us highly valuable information in regard to the crisis management planning and energy contingency planning. These were timely topics and the training that we in the area planning commission received, is going to prove most beneficial to our local governments and through our local governments to the citizens of Georgia through the next coming years. The opportunity to enter into discussions and to receive expert advise that will lead us to instutionalize the processes that will address these concerns for something that was badly needed and which we could not have accomplished on our own.

This training has been valuable but it should not be discontinued. We would hope that you will be able to find funding such that it would allow you to continue to bring these types of programs to us and to increase our capabilities as more sophisticated demands are made upon us, as now is being done.

Again, thank you and if this organization can assist in any way, do not hesitate to call on us.

Sincerely,

Carroll C. Underwood
Executive Director

SERVING

BAKER-CALHOUN-COLQUITT-DECATUR-DOUGHERTY-EARLY-GRADY-LEE-MILLER-MITCHELL-SEMINOLE-TERRELL-THOMAS-WORTH

COUNTIES



NORTHEAST GEORGIA AREA PLANNING & DEVELOPMENT COMMISSION
305 Research Drive Athens, Georgia, 30601 404-548-3141

April 11, 1977

Mr. Robert E. Collier, Manager
Regional Planning and Development Programs
Industrial Development Division
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia 30332

Dear Bob,

As you know, the Northeast Georgia Area Planning and Development Commission has had a continuing interest in the energy situation and its present and future impact on our commission area. We recognize that energy is a critical factor in our economy and in the operation of our member governments.

You will recall that we participated with you in your Title I project that dealt with the general energy problem shortly after the end of the oil embargo in 1974. Since that time we have attempted to define our role with respect to energy matters in our commission area. However, without some clear and concise statements of national energy policy and some more precise guidance from the national and state governments, it has been difficult for us to fully determine our role.

Since becoming involved in your 1976-77 Title I project, we have again attempted to define our role with respect to energy management at the local government level. In this connection, Byron Mohr, of our Governmental Services Staff, has prepared a position paper for our general consideration. I have attached a summary section of that paper to this letter since it outlines some of the energy program areas that I feel our APDC has an interest in, and in which we may be able to assist our client governments, our business and commerce and the general population.

I know that your Title I program is designed to further develop the energy technical capability at the area planning and development level and to assist in the institutionalization of area-wide mechanisms and processes that will aid in the handling of future energy crisis situations. I believe that your project has provided the catalyst for us to continue movement in this area. While we have a long way to go, I feel that we can move rapidly at the time that the federal and state governments provide us the much needed policy guidance and financial

April 11, 1977
Mr. Robert E. Collier
Page Two

resources. By and large I feel that your Title I program is achieving the objectives set for it as I understand those objectives. However, I fully recognize the complexity of the energy situation and the attendant problems. No single educational program can do much more than assist in making needs "felt" and in bringing together a community of interests that can eventually solve problems. We wish to express our appreciation to you and to the Georgia Community Continuing Education Service for offering us an opportunity to work with others towards the solution of a common problem.

Sincerely,

Clinton Lane
Executive Director

CL/bh

Attachment

ENERGY PROGRAM AREAS

I. Buildings, Public and Private

1. Thermal Efficiency Standards
2. Lighting Efficiency Standards
3. Individual Metering
4. Solar Heating and Cooling
5. Educational and Technical Assistance
6. Data and Information Assistance

II. Transportation, Public and Private

1. Car Pools and Van Pools
2. Commuter Buses
3. Peripheral Parking
4. Mass Transit
5. Bike Lanes
6. Preferential Traffic Control
7. Truck Size and Weight
8. Road Tolls
9. Parking Fees
10. Auto Free Zones
11. Automobile Taxes
12. Variable Working Schedules
13. Traffic Signals Synchronization
14. Driver Education
15. Speed Limit Enforcement
16. Fleet Management
17. Routing
18. Education and Technical Assistance
19. Data and Information Assistance

III. Industry and Commerce

1. Tax Incentives
2. Grants and Loans
3. Awards and Recognition
4. Energy Audits
5. Educational and Technical Assistance
6. Data and Information Assistance

IV. Procurement Practices, Public and Private

1. Life Cycle Costing
 - a. Buildings and facilities
 - b. Vehicles and equipment
2. Site Selection and Planning

V. Education, Public and Private

1. Endorsement by Officials
2. Public Service Announcements
3. Public Displays
4. Press Releases
5. Speakers' Bureau
6. Energy Hotlines
7. Information Clearinghouse
8. Public School Programs
9. Data and Information Assistance

VI. Agriculture

1. Field Management
2. Fleet Management
3. Irrigation Systems
4. Animal Management
5. Crop Drying
6. Pesticides and Fertilizers

VII. Utilities, Public and Private

1. Rate Reform
2. Load Management
3. Utilities Educational and Advertising
4. Promotion and/or Financing Insulation
5. Direct Promotion of Energy Conserving Techniques
6. Individual Metering
7. Gas Light and Pilot Light Reduction
8. Customer Energy Audit Service
9. Education and Technical Assistance
10. Data and Information Assistance

III. Other, Private and Public

1. Used Oil Recycling
2. Solid Waste Management
3. Land Use Planning

McINTOSH TRAIL AREA PLANNING AND DEVELOPMENT COMMISSION

ROOM 107 CHILDERS BUILDING/P. O. BOX 241/GRIFFIN, GEORGIA 30224/(404) 227-3086

FRANK B. TURNER, CHAIRMAN

E. L. HOUGHTALING, EXECUTIVE DIRECTOR

WUTTS COUNTY FAYETTE COUNTY HENRY COUNTY LAMAR COUNTY NEWTON COUNTY PIKE COUNTY SPALDING COUNTY UPSON COUNTY

April 19, 1977.

Mr. Robert E. Collier, Head
Education & Training Branch
Economic Development Laboratory
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia 30332

Dear Mr. Collier:

Thank you again for conducting the Energy Crisis Planning Workshop.

Your efforts have resulted in our local governments requesting of us to seek out resources that will assist them in the development of energy plans.

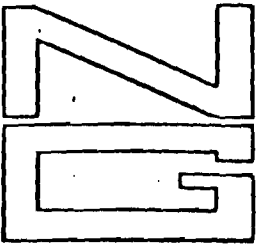
We have continued following up on the subject of energy conservation for the economy of such effort and also stressing the need for planning that will give the local governments the vehicle on which to address energy problems in an organized manner.

Many local officials have expressed their appreciation for this timely and informative program you presented.

Sincerely yours,

E. L. Houghtaling
Executive Director

ELH/lwh



NORTH GEORGIA AREA PLANNING & DEVELOPMENT COMMISSION

212 N. PENTZ ST., DALTON, GEORGIA 30720 (404-226-1672)

GEORGE SUTHERLAND, EXECUTIVE DIRECTOR

May 11, 1977

Mr. Robert Collier, Manager
Regional Planning and Development Programs
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia 30332

Dear Bob:

On behalf of the board members and staff of North Georgia Area Planning and Development Commission, I wish to extend my appreciation for your presentation of the EES Program in resource crisis management.

It is our opinion that resource management will have increasing importance to our member governments. Your program was most timely and interesting and will provide background and direction to our staff.

Sincerely,

George Sutherland

GS/dw

Appendix G

INFORMATION CONCERNING AN ENERGY RELATED

"STATE OF EMERGENCY"

A BILL TO BE ENTITLED

AN ACT

1 To amend an Act known as the "Georgia Civil Defense 26
2 Act of 1951", approved February 19, 1951 (Ga. Laws 1951, n. 27
3 224), as amended, particularly by an Act approved March 15, 28
4 1973 (Ga. Laws 1973, p. 74), so as to further define certain 29
5 terms; to provide the Governor with certain additional
6 emergency powers; to provide for a limitation of liability; 30
7 to provide certain limitations on the Governor's authority; 31
8 to provide for an effective date; to provide for 32
9 severability; to repeal conflicting laws; and for other
10 purposes.

11 BE IT ENACTED BY THE GENERAL ASSEMBLY OF GEORGIA: 35

12 Section 1. An Act known as the "Georgia Civil 38
13 Defense Act of 1951", approved February 19, 1951 (Ga. Laws 39
14 1951, o. 224), as amended, particularly by an Act approved 40
15 March 15, 1973 (Ga. Laws 1973, n. 74), is hereby amended by 41
16 striking Section 3, relating to definitions, in its entirety
17 and substituting a new Section 3 to read as follows: 42

18 "Section 3. Definitions. (a) The term 'civil 44
19 defense' means the preparation for the carrying out of 45
20 all emergency functions, other than functions for which 46
21 military forces are primarily responsible, to prevent,
22 minimize, and repair injury and damage resulting from 47
23 emergencies, energy emergencies, or disasters, or the 48
24 imminent threat thereof, of man-made or natural origin,
25 caused by enemy attack, sabotage, civil disturbance, 49
26 fire, flood, earthquake, wind, storm, wave action, oil 50
27 spill, or other water contamination requiring emergency 51

1 action to avert danger or damage, epidemic, air 51
 2 contamination, blight, drought, infestation, explosion, 52
 3 riot, or other hostile action, or other causes. These 53
 4 functions include, without limitation, fire fighting
 5 services, police services, medical and health services, 54
 6 rescue, engineering, warning services, communications, 55
 7 defense from radiological, chemical and other special 56
 8 weapons, evacuation of persons from stricken areas,
 9 emergency welfare services, emergency transportation, 57
 0 plant protection, temporary restoration of public 58
 1 utility services, and other functions related to
 2 civilian protection, together with all other activities 59
 3 necessary or incidental to the preparation for and 60
 4 carrying out of the foregoing functions.

5 (b) 'Energy emergency' means a condition of danger 62
 6 to the health, safety, welfare, or economic well-being 63
 7 of the citizens of the State of Georgia arising out of a 64
 8 present or threatened shortage of usable energy
 9 resources; also any condition of substantial danger to 65
 0 the health, safety, or welfare of the citizens of 66
 1 Georgia resulting from the operation of any electrical
 2 power generating facility, the transport of any energy 67
 3 resource by any means whatsoever, or the production, use 68
 4 or disposal of any source material, special nuclear 69
 5 material, or byproduct as defined by the Atomic Energy
 6 Act of 1954, 68 Stat. 919, 42 U.S.C. 2011, et seq.; also 70
 7 any nuclear incident, as defined by the Atomic Energy 71
 8 Act of 1954, occurring within or without the State of 72
 9 Georgia, substantially affecting the health, safety, or
 0 welfare of the citizens of this State. 73

1 (c) 'Energy resources' includes all forms of 75
 2 energy or power including, without limitation, oil, 76
 3 gasoline, and other petroleum products; natural or 77
 4 synthetic gas, electricity in all forms and from all

1 sources; and other fuels of any description, except 78
2 wood.

3 (d) 'State of emergency' means the condition 80
4 declared by the Governor when, in his judgment, the 81
5 threat of actual occurrence of a disaster or emergency 82
6 or energy emergency in any part of the State is of
7 sufficient severity and magnitude to warrant 83
8 extraordinary assistance by the State to supplement the 84
9 efforts and available resources of the several
10 localities and relief organizations in preventing or 85
11 alleviating the damage, loss, hardship, or suffering 86
12 threatened or caused thereby and is so declared by him."

13 Section 2. Said Act is further amended by adding 89
14 at the end of Section 7, relating to emergency powers, the 90
15 following language:

16 "(6) To issue orders, rules and regulations 92
17 providing for:

18 (a) the degree to which public buildings, 94
19 commercial and industrial establishments, and 95
20 private homes and residences may be heated or
21 cooled, regardless of energy resource used. 96

22 (b) The hours and days during which all 98
23 State-owned facilities or offices may or are 99
24 required to remain open.

25 (c) The hours and days which all county or 101
26 municipally owned facilities or offices may or are 102
27 required to remain open.

28 (d) The hours and days which all schools, 104
29 universities and educational institutions within 105
30 the State may or are required to remain open.

31 (e) The hours and days which all commercial 107
32 establishments for the entertainment or amusement 108
33 of the general public may or are required to remain

1	open.	108
2	(f) The hours and days which all other	110
3	commercial or industrial establishments not	111
4	essential to the public's health, safety or welfare	
5	may or are required to remain open.	112
6	(7) To issue orders, rules and regulations	114
7	amending or suspending any or all restrictions or	115
8	penalties regarding transportation of energy resources.	
9	(8) To establish and implement regional programs	117
10	and agreements for the purposes of coordinating any	118
11	energy reserve programs and actions of the State with	119
12	those of the Federal Government and of other states and	
13	localities.	
14	(9) To allocate, except where by law this	121
15	authority is granted to the Public Service Commission,	122
16	any energy resource in such manner as deemed proper in	123
17	order to protect the public health, safety or welfare,	
18	including for such purposes, the power and authority to	124
19	alter, amend, suspend or terminate any existing rate,	125
20	schedule, contract, rule or regulation affecting such	
21	energy resource, and to prescribe new or further rates,	126
22	schedules, contracts, rules or regulations affecting	127
23	such energy resource. Provided that in the event such	128
24	rates, schedules, contracts, rules, or regulations are	
25	altered, amended, or prescribed by the Governor, they	129
26	shall be just and reasonable.	
27	(10) To establish a three-member hardship	131
28	committee, comprised of the Chairman of the Public	132
29	Service Commission or his designee, and two members	
30	appointed by the Governor, which would permit	133
31	exceptions, when life or property critical to the public	134
32	health, safety or welfare is jeopardized because of any	135
33	orders, rules or regulations issued under subsections	
34	(c)(6), (c)(7) or (c)(9) above.	136

1 (ii) To provide for the imposition of a civil 138
 2 penalty not to exceed \$100 for each violation by an 139
 3 occupant of a private home or residence and not to 140
 4 exceed \$1,000 for any other violation, and the methods
 5 and conditions of its collection, for failure to comply 141
 6 with the orders, rules or regulations promulgated by the 143;
 7 Governor pursuant to this Section.

8 (12) If the Governor declares a state of emergency 145
 9 solely because of an energy emergency, he shall not have 146
 10 the authority to:

11 (i) Seize, take for temporary use or condemn 148
 12 property other than energy resources as authorized 149
 13 by Section 7(c)(2) of this Act; or

14 (ii) Sell, lend, give or distribute property 151
 15 other than energy resources as authorized by 152
 16 Section 7(c)(3) of this Act; or

17 (iii) Commandeer or utilize property other 154
 18 than energy resources as authorized by Section 155
 19 7(c)(5)(d) of this Act."

20 Section 3. Said Act is further amended by adding 158
 21 at the end of Section 7, relating to emergency powers, the 159
 22 following language:

23 "(d) Any individual, partnership, association or 161
 24 corporation who acts in accordance with an order, rule 162
 25 or regulation entered by the Governor pursuant to the 163
 26 authority granted herein will not be held liable to any
 27 other individual, partnership, association or 164
 28 corporation by reason thereof in any action at law or in 165
 29 equity."

30 Section 4. This Act shall become effective upon 168
 31 its approval by the Governor or upon its becoming law 169
 32 without his approval. 170

1 Section 5. In the event any section, subsection, 173
2 sentence, clause or phrase of this Act shall be declared or 174
3 adjudged invalid or unconstitutional, such adjudication 175
4 shall in no manner affect the other sections, subsections, 176
5 sentences, clauses, or phrases of this Act, which shall 177
6 remain of full force and effect, as if the section, 178
7 subsection, sentence, clause or phrase so declared or 179
8 adjudged invalid or unconstitutional were not originally a 180
9 part hereof. The General Assembly hereby declares that it 181
10 would have passed the remaining parts of this Act if it had 182
11 known that such part or parts hereof would be declared or 183
12 adjudged invalid or unconstitutional. 184

13 Section 6. All laws and parts of laws in conflict 186
14 with this Act are hereby repealed. 187

Appendix H

SAMPLE MATERIAL FURNISHED PARTICIPANTS

GSA/FPA/EFC TM-259

April 1976

A GUIDE FOR CONTINGENCY PLANNING
THE MANAGEMENT OF RESOURCE CRISES
AT STATE, MUNICIPAL AND COMMUNITY LEVELS

Crisis Management Division

General Services Administration
Federal Preparedness Agency

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A Guide To Reducing... Energy Use Budget Costs



Prepared by the Energy Projects of:

The National Association of Counties
1735 New York Ave., N.W.
Washington, D.C. 20006
202-785-9577

The National League of Cities

U.S. Conference of Mayors
1620 Eye Street, N.W.
Washington, D.C. 20006

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CUTTING THE COSTS OF RESOURCE CRISIS ON
LOCAL GOVERNMENTS AND THE ECONOMY

A CONFERENCE-SEMINAR FOR
ELECTED OFFICIALS AND PUBLIC ADMINISTRATORS

CONDUCTED BY
THE GEORGIA TECH INDUSTRIAL DEVELOPMENT DIVISION
and
THE SOUTHWEST GEORGIA AREA PLANNING AND DEVELOPMENT COMMISSION

1:30 P. M.
FEBRUARY 3, 1977
CONFERENCE ROOM (3RD FLOOR)
CITY HALL
CAMILIA, GEORGIA